

URBAN/MUNICIPAL

CAY ON HBL V89

A35

1996

AGENDA / MINUTES
OF THE

HAMILTON ENTERTAINMENT
AND CONVENTION FACILITIES
INC.

JAN. 22, 1996

URBAN/MUNICIPAL
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URBAN MUNICIPAL

JAN 26 1996

GOVERNMENT DOCUMENTS

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

ANNUAL MEETING OF THE BOARD OF DIRECTORS

Monday, January 22, 1996
4:00 P.M.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. Minutes of Annual Meeting February 24, 1995 Attachment 1
 - 1.1 Errors or Omissions
 - 1.2 Motion to Approve
2. Confirmation of Proceedings Attachment 2
3. Reaffirmation of H.E.C.F.I. Board/
City of Hamilton Auditors Attachment 3

Note: City Council approved the retention of the firm of MacGillivray Partners as municipal auditors for the year 1993; to be reaffirmed on an annual basis for a further four (4) years to 1997. Reaffirmation for 1996 is expected to take place at the March 1996 City Council Meeting.
4. Adjournment

Please Note: Dinner Will Be Served at 5:00 P.M.

January 5, 1996
Patricia Bennett
Legislative Assistant

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

ANNUAL MEETING OF THE BOARD OF DIRECTORS

Friday, February 24, 1995

8:00 a.m.

Hamilton Convention Centre

Room 314

MINUTES

PRESENT: Mr. W. Tidball, Chairman
Alderman T. Anderson, First Vice Chairman
Mayor R. Morrow
Alderman H. Merling
Alderman B. Charters
Alderman T. Jackson
Mrs. M. Dow
Mrs. J. Isbester
Mr. M. Ryder
Mr. J. Kujavsky
Mr. G. Kay
Mr. J. Nelson
Mr. S. Monzavi

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

REGRETS: Mr. F. Deys

Chairman's Remarks

The Chairman called the meeting to order at 8:20 a.m.

1. Minutes of Annual Meeting January 7, 1994

MOVED by Mr. Ryder, seconded by Mr. Kay that

THE MINUTES OF THE ANNUAL MEETING JANUARY 7, 1994 BE APPROVED.

MOTION CARRIED.

2. Confirmation of Proceedings

MOVED by Mr. Kujavsky, seconded by Mrs. Isbester that

ALL ACTS, PROCEEDINGS, CONTRACTS, BY-LAWS, APPOINTMENTS, ELECTIONS AND PAYMENTS, ENACTED, MADE, DONE AND UNDERTAKEN BY THE DIRECTORS AND OFFICERS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. SINCE THE LAST ANNUAL GENERAL MEETING OF MEMBERS AS RECORDED IN THE MINUTES OF MEETINGS OF DIRECTORS OR MEMBERS OR ON THE BOOKS OR RECORDS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE APPROVED, RATIFIED AND CONFIRMED.

MOTION CARRIED.

3. Reaffirmation of H.E.C.F.I. Board/City of Hamilton Auditors

MOVED by Mr. Ryder, seconded by Mrs. Dow that

H.E.C.F.I. APPOINT THE SAME AUDITORS AS ARE APPOINTED BY THE CITY OF HAMILTON TO BE EFFECTIVE UNTIL THE NEXT ANNUAL MEETING OF THE MEMBERS OR UNTIL AN ALTERNATE AUDITING FIRM IS APPOINTED.

MOTION CARRIED.

4. Adjournment

The meeting adjourned at 8:20 a.m.

TAKEN AS READ AND APPROVED

William Tidball, Chairman of the Board

Patricia Bennett, Secretary

2. Confirmation of Proceedings

Proposed Motion:

THAT ALL ACTS, PROCEEDINGS, CONTRACTS, BY-LAWS, APPOINTMENTS, ELECTIONS AND PAYMENTS, ENACTED, MADE, DONE AND UNDERTAKEN BY THE DIRECTORS AND OFFICERS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. SINCE THE LAST ANNUAL GENERAL MEETING OF MEMBERS AS RECORDED IN THE MINUTES OF MEETINGS OF DIRECTORS OR MEMBERS OR ON THE BOOKS OR RECORDS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE APPROVED, RATIFIED AND CONFIRMED.

3. Reaffirmation of H.E.C.F.I. Board/
City of Hamilton Auditors

Proposed Motion:

THAT H.E.C.F.I. APPOINT THE SAME AUDITORS AS ARE APPOINTED BY THE CITY OF HAMILTON TO BE EFFECTIVE UNTIL THE NEXT ANNUAL MEETING OF THE MEMBERS OR UNTIL AN ALTERNATE AUDITING FIRM IS APPOINTED.

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HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Monday, January 22, 1996
4:00 P.M.

Hamilton Convention Centre - Room 314

URBAN MUNICIPAL

JAN 26 1996

GOVERNMENT DOCUMENTS

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks
2. Oath of Appointed Office : Citizen Appointees Attachment 2
3. Election of Officers
Appointment of Committee Membership Attachment 3
4. Standing Committee Terms of Reference Attachment 4
5. Board and Standing Committee Meeting Schedule Attachment 5

REGULAR BUSINESS ACTION ITEMS

6. Operations Committee First Report Attachment 6

INFORMATION ITEMS

7. Correspondence Attachment 7
8. Minutes of Regular Meeting Held November 24, 1995 Attachment 8

- 8.1 Errors or Omissions
- 8.2 Motion for Approval

9. Business Arising From the Minutes

- 9.1 Reconsideration of Board's Resolution carried October 27, 1995
*That Non-Profit Rental Rates not be made available to Organizations
that do not function as a Performing Arts Entity (see November 1995
minutes, item 7.1).*

10. Private and Confidential

- 10.1 Contractual Matters

11. New Business

12. Other Business

13. Date of Next Meeting: Friday, February 23, 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m. - Location: To Be Determined

14. Adjournment

OUTSTANDING BUSINESS

Nil

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Patricia Bennett
Managing Director/CEO Legislative Assistant

DATE: January 4, 1996

SUBJECT: OATH OF APPOINTED OFFICE

RECOMMENDATION:

THAT THE 1996 CITIZEN APPOINTEES; Mr. Gene Kay, Mr. William Ingleby and Mrs. Brenda Campbell TAKE THE OATH OF APPOINTED OFFICE AT THE REGULAR MEETING OF THE H.E.C.F.I. BOARD OF DIRECTORS JANUARY 22, 1996.

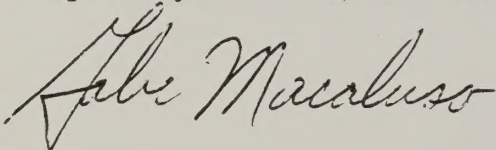
BACKGROUND:

- City Council, at its meeting held 1991 October 29 adopted the recommendation "*That citizens appointed by Council to Boards, Commissions and Committees be required to take an Oath of Appointed Office, similar to that taken by members of City Council...*" and "*... that the City Solicitor provide a briefing of the Conflict of Interest rules and their practical application to all successful applicants prior to assuming their appointed responsibilities.*"
- Mayor Morrow, or in his absence, the City Clerk will administer the Oath of Appointed Office as follows:

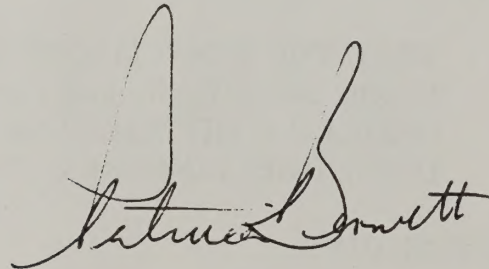
"I,....., do solemnly promise and declare that I will truly, faithfully and impartially, to the best of my knowledge and ability, execute the office of Member/Director of the Hamilton Entertainment and Convention Facilities Board, to which I have been appointed in this municipality, that I have not received and will not receive any payment or reward, or promise thereof, for the exercise of any partiality or malversation or other undue execution of such office, and that I have not by myself or partner, either directly or indirectly, any interest in any contract with or on behalf of the H.E.C.F.I. corporation except that arising out of my office as Member/Director.

- A copy of the City Solicitor's March 3, 1992 memorandum respecting Conflict of Interest Guidelines is attached.
- A copy of the *Municipal Conflict of Interest Act, 1983, February 1989* is also attached.

Respectfully submitted,



Gabe Macaluso
Managing Director/CEO



Patricia Bennett
Legislative Assistant

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

TO: Member
Board/Committee
City of Hamilton

FROM: P. Noel Johnson
City Solicitor
Law Department

PHONE: 546-4520

SUBJECT: Conflict of Interest Guidelines

DATE: 1992 March 3

WELCOME TO PUBLIC SERVICE! By accepting the appointment to serve your community as a Citizen member in the City of Hamilton's Board/Committee structure, you will be subject to **ethical guidelines** that apply to Municipal Public service.

Those in public service must engender the public's confidence in exercising their authority in the best interests of that public, untouched by the perception of personal gain. The integrity of the member is not in question; each member, however, must ensure that their personal interests may not influence (or be perceived to influence) their public decisions.

To encourage citizens to participate in the democratic process and guide them through the issue of potential economic conflict between personal and public interest, the Province of Ontario has enacted rules set down in Statute (the Municipal Conflict of Interest Act); these rules have been interpreted by a growing volume of case law. This Statute is currently the subject of a report by the *Municipal Conflict of Interest Consultation Committee* to the Minister of Municipal Affairs (July 1991). This Committee has recommended a statement of purpose to clarify the intent of the legislation:

- ♦ to preserve the integrity of the local government decision-making process;
- ⊙ to ensure that members' personal pecuniary interests do not affect their public duties;
- ♥ to ensure that members do not use their public office to further their personal pecuniary interests;
- ♣ to provide a procedure for disclosure of pecuniary interest and for withdrawal from the decision-making process where the personal pecuniary interest of a member may conflict with the public interest (where exceptions do not apply).

Government
of
Ontario



Gouvernement
de
l'Ontario

Municipal Conflict of Interest Act, 1983

Statutes of Ontario, 1983
Chapter 8

as amended by
1986, Chapter 64, s. 38 and
1988, Chapter 31, s. 17

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Loi de 1983 sur les conflits d'intérêts municipaux

Lois de l'Ontario de 1983
Chapitre 8

tel qu'il est modifié par
l'art. 38 du chap. 64 de 1986
et l'art. 17 du chap. 31
de 1988

Publié par le
ministère du Procureur général

Imprimé par Dennis P. Caplao,
*Imprimeur de la Reine pour l'Ontario

OFFICE CONSOLIDATION

THIS CONSOLIDATION IS PREPARED FOR PURPOSES OF CONVENIENCE ONLY, AND FOR ACCURATE REFERENCE RECOURSE SHOULD BE HAD TO THE STATUTES.

THE FRENCH TEXT OF THIS ACT HAS NOT BEEN ENACTED BY THE LEGISLATIVE ASSEMBLY, BUT IT IS AN OFFICIAL TRANSLATION WHICH MAY BE ADMITTED IN EVIDENCE UNDER SUBSECTION 25 (2) OF THE EVIDENCE ACT, CHAPTER 145 OF THE REVISED STATUTES OF ONTARIO, 1980.

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CHAPTER 8

Municipal Conflict of Interest Act, 1983

Definitions

1. In this Act,

- (a) "child" means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family; ("enfant")
- (b) "controlling interest" means the interest that a person has in a corporation when he beneficially owns, directly or indirectly, or exercises control or direction over, equity shares of the corporation carrying more than 10 per cent of the voting rights attached to all equity shares of the corporation for the time being outstanding; ("intérêts majoritaires")
- (c) "council" means the council of a municipality other than an improvement district and means the board of trustees of a municipality that is an improvement district; ("conseil")
- (d) "elector" means,
 - (i) in respect of a municipality, or a local board thereof, other than a school board, a person entitled to vote at a municipal election in the municipality, and
 - (ii) in respect of a school board, a person entitled to vote at the election of members of the school board; ("électeur")
- (e) "interest in common with electors generally" means a pecuniary interest in common with the electors within the area of jurisdiction and, where the matter under consideration affects only part of the area of jurisdiction, means a pecuniary interest in common with the electors within that part; ("intérêt commun à tous les électeurs")

- (f) "judge" means a judge of the county or district court of the county or district in which the municipality or the administrative or head office of the local board is situate, or if, through illness or absence there is no judge of that court able to act, a judge of the county or district court of a county or district that adjoins the county or district in which the municipality or the administrative or head office of the local board is situate: ("juge")
- (g) "local board" means a school board, board of directors of a children's aid society, committee of adjustment, committee of management of a community recreation centre, conservation authority, court of revision, land division committee, public utilities commission, public library board, board of management of an improvement area, board of park management, board of health, board of commissioners of police, planning board, district welfare administration board, trustees of a police village, board of trustees of a police village, board or committee of management of a home for the aged, suburban roads commission or any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act in respect of any of the affairs or purposes, including school purposes, of a municipality or of two or more municipalities or parts thereof, but does not include a committee of management of a community recreation centre appointed by a school board, a local roads board, a local services board or a negotiating committee appointed under the *Municipal Boundary Negotiations Act, 1981*: ("conseil local")
- (h) "meeting" includes any regular, special, committee or other meeting of a council or local board, as the case may be; ("réunion")
- (i) "member" means a member of a council or of a local board; ("membre")
- (j) "municipality" means the corporation of a county, city, town, village, township or improvement district or of a metropolitan, regional or district municipality and a board, commission or other local authority exercising any power in respect of municipal affairs or purposes, including school purposes, in territory without municipal organization, but does not include a committee of management of a com-

munity recreation centre appointed by a school board, a local roads board or a local services board; ("municipalité")

- (k) "parent" means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child; ("père ou mère")
- (l) "school board" means a board of education, public school board, secondary school board, Roman Catholic separate school board or Protestant separate school board and includes a divisional board of education; ("conseil scolaire")
- (m) "senior officer" means the chairman or any vice-chairman of the board of directors, the president, any vice-president, the secretary, the treasurer or the general manager of a corporation or any other person who performs functions for the corporation similar to those normally performed by a person occupying any such office; ("dirigeant")
- (n) "spouse" means a person of the opposite sex to whom the person is married or with whom the person is living in a conjugal relationship outside marriage. ("conjoint") 1983, c. 8, s. 1; 1986, c. 64, s. 38.

Indirect
pecuniary
interest

2. For the purposes of this Act, a member has an indirect pecuniary interest in any matter in which the council or local board, as the case may be, is concerned, if,

- (a) he or his nominee,
 - (i) is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public,
 - (ii) has a controlling interest in or is a director or senior officer of, a corporation that offers its securities to the public, or
 - (iii) is a member of a body,
 that has a pecuniary interest in the matter; or
- (b) he is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter. 1983, c. 8, s. 2.

Interest of
certain
relatives
deemed that
of member

3. For the purposes of this Act, the pecuniary interest, direct or indirect, of a parent or the spouse or any child of the member shall, if known to the member, be deemed to be also the pecuniary interest of the member. 1983, c. 8, s. 3.

EXCEPTIONS

Where s. 5
does not
apply

4. Section 5 does not apply to a pecuniary interest in any matter that a member may have,

- (a) as a user of any public utility service supplied to him by the municipality or local board in like manner and subject to the like conditions as are applicable in the case of persons who are not members;
- (b) by reason of his being entitled to receive on terms common to other persons any service or commodity or any subsidy, loan or other such benefit offered by the municipality or local board;
- (c) by reason of his purchasing or owning a debenture of the municipality or local board;
- (d) by reason of his having made a deposit with the municipality or local board, the whole or part of which is or may be returnable to him in like manner as such a deposit is or may be returnable to all other electors;
- (e) by reason of having an interest in any property affected by a work under the *Drainage Act* or under the *Local Improvement Act*;
- (f) by reason of having an interest in farm lands that are exempted from taxation for certain expenditures under the *Assessment Act*;
- (g) by reason of the member being eligible for election or appointment to fill a vacancy, office or position in the council or local board when the council or local board is empowered or required by any general or special Act to fill such vacancy, office or position;
- (h) by reason only of his being a director or senior officer of a corporation incorporated for the purpose of carrying on business for and on behalf of the municipality or local board or by reason only of his being a member of a board, commission, or other body as an appointee of a council or local board;

R.S.O. 1980,
cc. 126, 250

R.S.O. 1980,
c. 31

R.S.O. 1980,
c. 302

- (i) in respect of an allowance for attendance at meetings, or any other allowance, honorarium, remuneration, salary or benefit to which he may be entitled by reason of being a member or under a by-law passed pursuant to section 252 of the *Municipal Act*, or as a member of a volunteer fire brigade, as the case may be;
- (j) by reason of the member having a pecuniary interest which is an interest in common with electors generally; or
- (k) by reason only of an interest of the member which is so remote or insignificant in its nature that it cannot reasonably be regarded as likely to influence the member. 1983, c. 8, s. 4.

DUTY OF MEMBER

When
present at
meeting at
which matter
considered

5.—(1) Where a member, either on his own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the council or local board at which the matter is the subject of consideration, he,

- (a) shall, prior to any consideration of the matter at the meeting, disclose his interest and the general nature thereof;
- (b) shall not take part in the discussion of, or vote on any question in respect of the matter; and
- (c) shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

Where
member to
leave closed
meeting

(2) Where the meeting referred to in subsection (1) is not open to the public, in addition to complying with the requirements of that subsection, the member shall forthwith leave the meeting or the part of the meeting during which the matter is under consideration.

When absent
from meeting
at which
matter
considered

(3) Where the interest of a member has not been disclosed as required by subsection (1) by reason of his absence from the meeting referred to therein, the member shall disclose his interest and otherwise comply with subsection (1) at the first meeting of the council or local board, as the case may be, attended by him after the meeting referred to in subsection (1). 1983, c. 8, s. 5.

RECORD OF DISCLOSURE

Disclosure to
be recorded
in minutes

6.—(1) Every declaration of interest and the general nature thereof made under section 5 shall, where the meeting is open to the public, be recorded in the minutes of the meeting by the clerk of the municipality or secretary of the committee or local board, as the case may be.

Idem

(2) Every declaration of interest made under section 5, but not the general nature of that interest, shall, where the meeting is not open to the public, be recorded in the minutes of the next meeting that is open to the public. 1983, c. 8, s. 6.

REMEDY FOR LACK OF QUORUM

Quorum
deemed
constituted

7.—(1) Where the number of members who, by reason of the provisions of this Act, are disabled from participating in a meeting is such that at that meeting the remaining members are not of sufficient number to constitute a quorum, then, notwithstanding any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two.

Application
to judge

(2) Where in the circumstances mentioned in subsection (1), the remaining number of members who are not disabled from participating in the meeting is less than two, the council or local board may apply to a judge on an *ex parte* basis for an order authorizing the council or local board, as the case may be, to give consideration to, discuss and vote on the matter out of which the interest arises.

Power of
judge to
declare s. 5
not to apply

(3) The judge may, on an application brought under subsection (2), by order, declare that section 5 does not apply to the council or local board, as the case may be, in respect of the matter in relation to which the application is brought, and the council or local board thereupon may give consideration to, discuss and vote on the matter in the same manner as though none of the members had any interest therein, subject only to such conditions and directions as the judge may consider appropriate and so order. 1983, c. 8, s. 7.

ACTION WHERE CONTRAVENTION ALLEGED

Who may try
alleged
contravention
of s. 5 (1-3)

8. The question of whether or not a member has contravened subsection 5 (1), (2) or (3) may be tried and determined by a judge. 1983, c. 8, s. 8.

Who may
apply to
judge

9.—(1) Subject to subsection (3), an elector may, within six weeks after the fact comes to his knowledge that a member may have contravened subsection 5 (1), (2) or (3), apply to

the judge by way of originating notice of motion in the manner prescribed by the rules of court for a determination of the question of whether the member has contravened subsection 5 (1), (2) or (3).

Contents of
notice of
motion

(2) The elector in his notice of motion shall state the grounds for finding a contravention by the member of subsection 5 (1), (2) or (3).

Time for
bringing
application
limited

(3) No application shall be brought under subsection (1) after the expiration of six years from the time at which the contravention is alleged to have occurred. 1983, c. 8, s. 9.

Power of
judge to
declare seat
vacant,
disqualify
member and
require
restitution

10.—(1) Subject to subsection (2), where the judge determines that a member or a former member while he was a member has contravened subsection 5 (1), (2) or (3), he,

- (a) shall, in the case of a member, declare the seat of the member vacant; and
- (b) may disqualify the member or former member from being a member during a period thereafter of not more than seven years; and
- (c) may, where the contravention has resulted in personal financial gain, require the member or former member to make restitution to the party suffering the loss, or, where such party is not readily ascertainable, to the municipality or local board of which he is a member or former member.

Saving by
reason of
inadvertence
or bona fide
error

(2) Where the judge determines that a member or a former member while he was a member has contravened subsection 5 (1), (2) or (3), if the judge finds that the contravention was committed through inadvertence or by reason of a *bona fide* error in judgment, the member is not subject to having his seat declared vacant and the member or former member is not subject to being disqualified as a member, as provided by subsection (1).

Member
not to be
suspended

(3) The authority to disqualify a member in subsection (1) does not include the right to suspend a member. 1983, c. 8, s. 10.

Appeal to
Divisional
Court

11.—(1) An appeal lies from any order made under section 10 to the Divisional Court in accordance with the rules of court.

Judgment or
new trial

(2) The Divisional Court may give any judgment that ought to have been pronounced, in which case its decision is final, or

the Divisional Court may grant a new trial for the purpose of taking evidence or additional evidence and may remit the case to the trial judge or another judge and, subject to any directions of the Divisional Court, the case shall be proceeded with as if there had been no appeal.

Appeal from
order or new
trial

(3) Where the case is remitted to a judge under subsection (2), an appeal lies from the order of the judge to the Divisional Court in accordance with the provisions of this section. 1983, c. 8, s. 11.

Proceedings
not
invalidated
but voidable

12. The failure of any person to comply with subsection 5 (1), (2) or (3) does not of itself invalidate any proceedings in respect of any such matter but the proceedings in respect of such matter are voidable at the instance of the municipality or of the local board, as the case may be, before the expiration of two years from the date of the passing of the by-law or resolution authorizing such matter unless to make void the proceedings would adversely affect the rights of any person acquired under or by virtue of the proceedings who acted in good faith and without actual notice of the failure to comply with subsection 5 (1), (2) or (3). 1983, c. 8, s. 12.

Procedure
substituted
for quo
warranto
proceedings

13. Proceedings to declare a seat vacant or to disqualify a member or former member for conflict of interest, or to require a member or former member to make restitution where a contravention has resulted in personal financial gain, shall be had and taken only under the provisions of this Act. 1983, c. 8, s. 13.

GENERAL

Insurance
R.S.O. 1980,
c. 302

14.—(1) Notwithstanding section 248 of the *Municipal Act*, the council of every municipality may at any time pass by-laws,

(a) for contracting for insurance;

R.S.O. 1980,
c. 218

(b) notwithstanding the *Insurance Act*, to enable the municipality to act as an insurer; and

(c) for exchanging with other municipalities in Ontario reciprocal contracts of indemnity or inter-insurance in accordance with Part XIII of the *Insurance Act*,

to protect a member of the council or of any local board thereof who has been found not to have contravened section 5, against any costs or expenses incurred by the member as a result of a proceeding brought under this Act, and for paying on behalf of or reimbursing the member for any such costs or expenses.

R.S.O. 1980,
c. 218 does
not apply

(1a) The *Insurance Act* does not apply to a municipality acting as an insurer for the purposes of subsection (1).

Surplus funds
R.S.O. 1980,
c. 218

(1b) Notwithstanding subsections 340 (1) and (2) of the *Insurance Act*, any surplus funds and the reserve fund of a municipal reciprocal exchange may be invested only in such securities as a municipality may invest in under subsection 165 (2) of the *Municipal Act*.

R.S.O. 1980,
c. 302

Reserve
funds

(1c) The moneys raised for a reserve fund of a municipal reciprocal exchange may be expended, pledged or applied to a purpose other than that for which the fund was established if two-thirds of the municipalities that are members of the exchange together with two-thirds of the municipalities that previously were members of the exchange and that may be subject to claims arising while they were members of the exchange agree in writing and if section 339 of the *Insurance Act* is complied with. 1988, c. 31, s. 17.

Local boards

(2) A local board has the same powers to provide insurance for or to make payments to or on behalf of its members as are conferred upon the council of a municipality under this section in respect of its members.

Former
members

(3) A by-law passed under this section may provide that it applies to a person who was a member at the time the circumstances giving rise to the proceeding occurred but who, prior to the judgment in the proceeding, has ceased to be a member. 1983, c. 8, s. 14 (2, 3).

Conflict with
other Acts

15. In the event of conflict between any provision of this Act and any provision of any general or special Act, the provision of this Act prevails. 1983, c. 8, s. 15.

3

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Patricia Bennett
Managing Director/CEO Legislative Assistant

DATE: January 4, 1996

SUBJECT: **ELECTION OF OFFICERS :
APPOINTMENT OF COMMITTEE MEMBERSHIP
VOTING PROCEDURES and BACKGROUND INFORMATION**

The following is voting criteria which is forwarded to you simply as a reminder of procedures to be followed during the election of officers and committee membership appointments:

- (i) Someone other than a Board Member must assume the Chair for the purpose of the election of the Chairman; thereafter the elections may be conducted by the newly elected Chairman;
- (ii) In respect of the election of the Chairman, First Vice-Chairman and Second Vice-Chairman, Bill Pr34 states as follows: clause 11 (4), "*At least one of the Chairman or First Vice-Chairman or second Vice-Chairman shall be a member of Council and at least one of them shall not be a Member of Council*"; and clause 11 (5), "*The Chairman, First Vice-Chairman and Second Vice-Chairman are eligible for re-election.*"
- (iii) Upon request by any Director of the Board, the balloting for elections shall be by secret ballot;
- (iv) Should only one person be nominated for a position then that person is declared elected by acclamation;
- (v) In order for an individual to become elected there must be a majority vote. If all members are not in attendance then the majority decreases accordingly;
- (vi) Should two or more individuals be nominated, no majority is reached and the individual with the least number of votes is dropped from the ballot. This procedure is continued until a majority is reached;

- (vii) Should a tie vote occur, a second ballot is taken. If the results of the second ballot remains a tie, the officer is elected by means of a draw by lot;
- (viii) Directors must be present in order to vote; proxy votes are not permitted;
- (vix) Directors may be elected/appointed if he/she is absent from the meeting. (A letter of acceptance or some other means of conveyance of acceptance should exist).
- (x) In respect of Standing Committees, H.E.C.F.I.'s By-Law No. 6 approved at the Board's February 8, 1993 Regular meeting, states as follows:

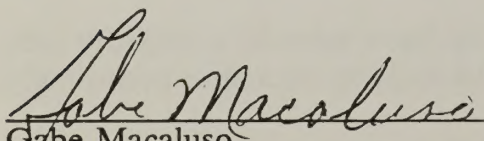
"Each Committee appointed shall be composed of not less than five (5) members of the Board, including the Mayor, the Chairman of the Board and three others.

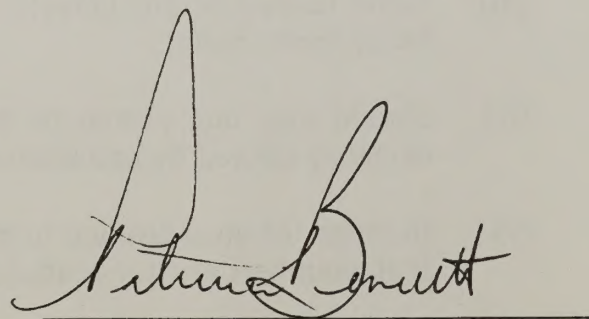
All Committee Members shall be appointed annually by the full Board at its meeting held immediately subsequent to the Annual Meeting.

A Chairman and a Vice-Chairman of each Standing Committee shall be elected by the full Board at its meeting held immediately subsequently to the Annual Meeting."

For your information enclosed is a historical record of officers and committee membership from 1984 to 1995.

Respectfully submitted,


Gabe Macaluso
Managing Director/CEO


Patricia Bennett
Legislative Assistant

1995
Board of Directors
Hamilton Entertainment and Convention Facilities Inc.

Mrs. Mary Dow, Chairman
Alderman T. Anderson, First Vice-Chairman
Alderman B. Charters, Second Vice-Chairman
Mayor R. Morrow
Alderman H. Merling
Alderman T. Jackson
Mr. G. Kay
Mr. W. J. Tidball
Mr. M. Ryder
Mr. S. J. Kujavsky
Mr. F. Deys
Mrs. J. Isbester
Mr. J. Nelson
Mr. S. Monzavi

OPERATIONS COMMITTEE

Mayor R. Morrow
Mrs. M. Dow, Board Chair
Alderman H. Merling, Committee Chair
Mr. F. Deys, Committee Vice-Chair
Alderman T. Anderson
Alderman B. Charters
Mr. G. Kay
Mr. W. Tidball
Mr. J. Nelson
Mrs. J. Isbester

MARKETING AND SALES COMMITTEE

Mayor R. Morrow
Mrs. M. Dow, Board Chair
Mr. M. Ryder, Committee Chair
Mr. J. Nelson, Committee Vice-Chair
Mrs. J. Isbester
Mr. J. Kujavsky
Mr. F. Deys

**FINANCE AND ADMINISTRATION
COMMITTEE**

Mayor R. Morrow
Mrs. M. Dow, Board Chair
Mrs. J. Isbester, Committee Chair
Mr. S. Monzavi, Committee Vice-Chair
Alderman T. Jackson
Mr. M. Ryder
Mr. J. Kujavsky

SPECIAL AUDIT COMMITTEE

Mayor R. Morrow
Mrs. M. Dow, Board Chair
Mrs. J. Isbester, Committee Chair
Mr. S. Monzavi, Committee Vice-Chair
Alderman T. Jackson
Mr. M. Ryder
Mr. J. Kujavsky

1994 H.E.C.F.I. BOARD OF DIRECTORS

Mr. W. Tidball, Chairman
Alderman T. Anderson, First Vice-Chairman
Mr. C. Nolan, Second Vice-Chairman
Mayor R. Morrow
Alderman B. Charters
Alderman F. Eisenberger
Alderman H. Merling
Mrs. M. Dow
Mrs. J. Isbester
Mr. G. Kay
Mr. M. Ryder
Mr. A. DiIanni
Mr. J. Kujavsky
Mr. F. Deys

OPERATIONS COMMITTEE

Mayor R. Morrow
Mr. W. Tidball, Chairman of the Board
Alderman H. Merling, Chairman
Alderman B. Charters, Vice-Chairman
Alderman T. Anderson
Mr. J. Kujavsky
Mrs. M. Dow
Mrs. J. Isbester
Mr. C. Nolan
Mr. G. Kay
Mr. F. Deys

**FINANCE AND ADMINISTRATION
COMMITTEE**

Mayor R. Morrow
Mr. W. Tidball, Chairman of the Board
Mr. M. Ryder, Chairman
Mrs. J. Isbester, Vice-Chairman
Mr. J. Kujavsky
Mr. C. Nolan

MARKETING AND SALES COMMITTEE

Mayor R. Morrow
Mr. W. Tidball, Chairman of the Board
Mrs. M. Dow, Chairman
Alderman F. Eisenberger, Vice-Chairman
Mr. A. DiIanni
Mr. G. Kay
Mr. J. Kujavsky

SPECIAL AUDIT COMMITTEE

Mayor R. Morrow
Mr. W. Tidball, Chairman of the Board
Mr. M. Ryder, Chairman
Mrs. J. Isbester
Mrs. M. Dow
Mr. J. Kujavsky
Mr. C. Nolan

1993 H.E.C.F.I. Board of Directors

Mr. W. Tidball, Chairman
Alderman T. Anderson, First Vice-Chairman
Mr. F. DeNardis, Second Vice-Chairman
Mayor R. Morrow
Alderman B. Charters
Alderman F. Eisenberger
Alderman H. Merling
Mr. G. Kay
Mrs. M. Dow
Mr. M. Ryder
Mr. A. DiIanni
Mr. J. C. Nolan
Mr. J. Kujavsky
Mrs. J. Isbester

OPERATIONS COMMITTEE

Alderman H. Merling, Chairman
Mr. J. Kujavsky, Vice-Chairman
Mr. G. Kay
Mrs. M. Dow
Alderman B. Charters
Alderman T. Anderson
Mr. C. Nolan

MARKETING AND SALES
COMMITTEE

Mrs. M. Dow, Chairman
Alderman F. Eisenberger, Vice-Chairman
Mr. A. DiIanni
Mr. J. Kujavsky
Mr. G. Kay
Mr. F. DeNardis

FINANCE AND ADMINISTRATION
COMMITTEE

Mr. M. Ryder, Chairman
Mr. J. C. Nolan, Vice-Chairman
Mrs. J. Isbester
Mr. S. J. Kujavsky

SPECIAL AUDIT COMMITTEE

Mr. M. Ryder, Chairman
Mr. J. C. Nolan, Vice-Chairman
Mrs. J. Isbester
Mrs. M. Dow

1992
Board of Directors
Hamilton Entertainment and Convention Facilities Inc.

Mr. Gene Kay, Chairman
Alderman T. Anderson, First Vice-Chairman
Mr. W. Tidball, Second Vice-Chairman
Mayor R. Morrow
Alderman H. Merling
Alderman F. Eisenberger
Alderman B. Charters
Mr. N. Levitt
Mrs. M. Dow
Mr. M. Ryder
Mr. F. DeNardis
Mr. A. DiIanni
Mr. C. Nolan
Mr. J. Kujavsky

Operations Committee

Mayor R. Morrow
Mr. G. Kay, Board Chairman
Alderman H. Merling, Chairman
Mr. N. Levitt, Vice-Chairman
Alderman T. Anderson
Alderman B. Charters
Mrs. Mary Dow

Marketing and Sales Committee

Mayor R. Morrow
Mr. G. Kay, Board Chairman
Alderman F. Eisenberger, Chairman
Mrs. M. Dow, Vice-Chairman
Mr. A. DiIanni
Mr. F. DeNardis
Mr. J. Kujavsky

Finance and Administration

Mayor R. Morrow
Mr. G. Kay, Board Chairman
Mr. M. Ryder, Chairman
Mr. J. Kujavsky, Vice-Chairman
Mr. C. Nolan
Mr. W. Tidball

Special Audit

Mayor R. Morrow
Mr. G. Kay, Board Chairman
Mr. M. Ryder, Chairman
Mr. C. Nolan, Vice-Chairman
Mrs. M. Dow



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel 416,546-4000
Fax 416,527-5856

1991

Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

Mr. G. Kay, Chairman
Alderman D. Agostino, First Vice-Chairman
Mr. F. DeNardis, Second Vice-Chairman
Mayor R. Morrow
Alderman J. Gallagher
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Mrs. M. Dow
Mr. W. J. Tidball
Ms. A. VanDuzer
Mr. W. McFarland
Mr. M. Ryder
Mr. A. DiIanni

Finance & Administration
Committee

Mayor R. Morrow
Mr. G. Kay, Chairman of the Board
Mr. W. McFarland, Chairman
Alderman T. Jackson, Vice-Chairman
Alderman W. McCulloch
Ms. A. VanDuzer
Mr. M. Ryder

Marketing & Sales
Committee

Mayor R. Morrow
Mr. G. Kay, Chairman of the Board
Alderman G. Gallagher, Chairman
Mrs. M. Dow, Vice-Chairman
Mr. F. DeNardis
Mr. A. DiIanni
Mr. M. Ryder
Alderman D. Agostino
Alderman D. Drury

Operations
Committee

Mayor R. Morrow
Mr. G. Kay, Chairman of the Board
Alderman T. Murray, Chairman
Alderman H. Merling, Vice-Chairman
Mr. W. Tidball
Mr. N. Levitt

Special Audit Committee

Mayor R. Morrow
Mr. G. Kay, Chairman of the Board
Mr. W. McFarland, Chairman
Mr. M. Ryder, Vice-Chairman
Mrs. M. Dow

Congress Colleagues Committee

Mayor R. Morrow
Mr. G. Kay, Chairman of the Board
Alderman T. Murray, Chairman
Alderman J. Gallagher, Vice-Chairman
Alderman D. Agostino
Mr. W. McFarland
Mr. M. Ryder
Mrs. M. Dow

Hamilton Place Committee

Mayor R. Morrow
Mr. G. Kay, Chairman of the Board
Alderman H. Merling, Chairman
Mrs. M. Dow, Vice-Chairman
Alderman W. McCulloch
Alderman T. Jackson
Ms. A. VanDuzer
Mr. F. DeNardis

Hamilton Convention Centre
Committee

Mayor R. Morrow
Mr. G. Kay, Chairman of the Board
Mr. W. Tidball, Chairman
Mr. N. Levitt, Vice-Chairman
Alderman T. Jackson
Alderman D. Drury
Mr. M. Ryder



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel 416.546-4000
Fax 416.527-685

1990

Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

Alderman J. Gallagher, Chairman
Mr. F. DeNardis, First Vice-Chairman
Alderman D. Agostino, Second Vice Chairman
Mayor R. Morrow
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. N. Levitt
Mrs. M. Dow
Mr. G. Kay
Mr. W. Tidball
Ms. A. VanDuzer
Mr. M. Ryder
Mr. W. McFarland
Mr. A. DiIanni

Finance & Administration
Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
of the Board
Mr. F. DeNardis, Chairman
Mr. W. McFarland, Vice Chairman
Alderman T. Jackson
Alderman W. McCulloch
Ms. A. VanDuzer

Copps Coliseum Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
of the Board
Alderman T. Murray, Chairman
Mr. G. Kay, Vice Chairman
Alderman D. Agostino
Mr. W. McFarland
Mrs. M. Dow
Mr. M. Ryder

Marketing & Sales Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
of the Board
Mrs. M. Dow, Chairman
Mr. M. Ryder, Vice Chairman
Alderman D. Drury
Alderman D. Agostino
Mr. W. Tidball

Hamilton Place Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
of the Board
Alderman H. Merling, Chairman
Mrs. M. Dow, Vice Chairman
Alderman W. McCulloch
Alderman T. Jackson
Ms. A. VanDuzer
Mr. F. DeNardis

Operations Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
of the Board
Alderman T. Murray, Chairman
Alderman H. Merling, Vice
Chairman
Mr. G. Kay
Mr. N. Levitt
Mr. A. DiIanni

Hamilton Convention Centre
Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
of the Board
Mr. W. Tidball, Chairman
Mr. N. Levitt, Vice Chairman
Alderman T. Jackson
Alderman D. Drury
Mr. M. Ryder

Special Audit Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
of the Board
Mr. W. McFarland, Chairman
Mrs. M. Dow



Hamilton
Entertainment
and Convention
Facilities Inc.

21 Front Street East
Hamilton, Ontario
Canada L8R 3L4
Tel. 416-527-1900

1989
Board of Directors
Hamilton Entertainment and Convention Facilities Inc.

Alderman J. Gallagher, Chairman
Mr. W. McFarland, First Vice Chairman
Alderman D. Agostino, Second Vice
Chairman
Mayor R. Morrow
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mr. T. Casey
Mr. N. Levitt
Mrs. M. Dow
Mr. P. DeNardis
Mr. G. Kwiatowski
Mr. W. Tidball
Ms. A. VanDuzer
Mr. P. Cowell

Executive Committee

Mayor R. Morrow
Alderman J. Gallagher, Chairman
Mr. W. McFarland, Vice Chairman
Alderman T. Murray
Mr. N. Levitt
Alderman W. McCulloch
Alderman D. Agostino

Special Audit Committee

Alderman J. Gallagher
Mr. W. Tidball, Chairman
Mr. W. McFarland

Copps Coliseum Committee

Mayor R. Morrow
Alderman J. Gallagher
(Board Chairman)
Alderman T. Murray, Chairman
Mr. P. Cowell, Vice Chairman
Mr. W. McFarland
Alderman D. Agostino
Mr. G. Kwiatowski
Mr. T. Casey

Hamilton Convention Centre
Committee

Mayor R. Morrow
Alderman J. Gallagher
(Board Chairman)
Mr. W. Levitt, Chairman
Mr. W. Tidball, Vice Chairman
Ms. A. VanDuzer
Mrs. M. Dow
Alderman D. Drury

Hamilton Place Theatre
Committee

Mayor R. Morrow
Alderman J. Gallagher
(Board Chairman)
Alderman W. McCulloch, Chairman
Alderman H. Merling, Vice Chairman
Alderman T. Jackson
Mrs. M. Dow
Mr. P. DeNardis
Mr. W. Tidball



Hamilton
Entertainment
and Convention
Facilities Inc.

1000 Somerset
- 1000000000
- 1000000000
- 1000000000
- 1000000000

1988
Board of Directors
Hamilton Entertainment and Convention Facilities Inc.

Alderman S. Hinkley, Chairman
Mr. T. Yates, First Vice Chairman
Alderman J. Gallagher, Second Vice Chairman
Mayor Robert Morrow
Alderman T. Murray
Alderman R. Wheeler
Mr. T. Casey
Mr. S. Cino
Mr. W. McFarland
Dr. C. Bart
Mr. D. Beattie
Mr. M. Levitt
Mrs. M. Dow
Mr. P. DeNardis

Notes: Mr. Yates resigned in June, 1988; Dr. Bart in September. Messrs. Tidball and Kwiatowski were appointed to the Board in October, 1988. Alderman Gallagher moved to the position of First Vice Chairman.

Executive Committee

Mayor R. Morrow
Alderman S. Hinkley, Chairman
Mr. W. McFarland, Vice Chairman
Alderman T. Murray
Mr. T. Yates
Alderman J. Gallagher
Mr. S. Cino

Special Audit Committee

Mayor R. Morrow
Alderman S. Hinkley
(Board Chairman)
Mr. W. McFarland, Chairman
Mr. S. Cino
Dr. C. Bart

Notes: Alderman Wheeler replaced Mr. Yates.

Dr. Bart was not replaced.

Copps Coliseum

Mayor R. Morrow
Alderman S. Hinkley
(Board Chairman)
Alderman T. Murray, Chairman
Mr. D. Beattie, Vice Chairman
Mr. W. McFarland
Mr. M. Levitt
Mr. T. Casey
Alderman J. Gallagher

Hamilton Convention Centre
Committee

Mayor R. Morrow
Alderman S. Hinkley
(Board Chairman)
Mr. T. Yates, Chairman
Alderman Wheeler, Vice
Chairman
Mr. D. Beattie
Mr. P. DeNardis
Mrs. M. Dow
Mr. M. Levitt

Notes: Mr. Kwiatowski replaced Mr. Yates; Alderman Wheeler was appointed Chairman; Mr. Levitt, Vice Chairman.

Hamilton Place Theatre
Committee

Mayor R. Morrow
Mr. S. Cino, Chairman
Dr. C. Bart, Vice Chairman
Mr. P. DeNardis
Mr. T. Casey
Mrs. M. Dow
Alderman R. Wheeler

Notes: Mr. Tidball replaced Dr. Bart.
A Vice Chairman was not appointed.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel 416 527-7900

1987
Board of Directors
The Hamilton Entertainment and Convention Facilities Inc.

Alderman B. Hinkley, Chairman
Mr. T. Yates, First Vice Chairman
Alderman J. Gallagher, Second Vice Chairman
Mr. D. Braley
Mayor R. Morrow
Alderman T. Murray
Alderman R. Wheeler
Mr. T. Casey
Mr. S. Cino
Mr. D. Hector
Mr. W. McFarland
Dr. C. Bart
Mr. D. Beattie
Mr. N. Levitt

Copps Coliseum Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Alderman T. Murray, Chairman
Mr. D. Beattie, Vice Chairman
Mr. W. McFarland
Alderman J. Gallagher
Mr. T. Casey
Mr. D. Braley

Hamilton Convention Centre
Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. T. Yates, Chairman
Alderman R. Wheeler, Vice
Chairman
Mr. D. Beattie
Mr. N. Levitt
Mr. D. Braley

Hamilton Place Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. D. Hector, Chairman
Mr. S. Cino, Vice Chairman
Alderman R. Wheeler
Mr. T. Casey
Dr. C. Bart

Audit & Finance Committee

Mayor R. Morrow
Alderman B. Hinkley
(Board Chairman)
Mr. W. McFarland, Chairman
Dr. C. Bart, Vice Chairman
Mr. D. Hector
Mr. S. Cino
Mr. N. Levitt



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8A 3L4
Tel. 416-527-7900

1986

Board of Directors

Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman
Alderman B. Hinkley, First Vice Chairman
Mr. T. Yates, Second Vice Chairman
Mayor Robert Morrow
Alderman T. Murray
Alderman R. Wheeler
Alderman J. Gallagher
Mr. T. Casey
Mr. S. Cino
Mr. D. Hector
Mr. W. McFarland
Dr. C. K. Bart
Mr. D. Beattie
Mrs. J. Gowland

Copps Coliseum Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Alderman T. Murray, Chairman
Mr. D. Beattie, Vice Chairman
Mr. W. McFarland
Alderman J. Gallagher
Mr. T. Casey

Hamilton Place Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Mr. D. Hector, Chairman
Mr. S. Cino, Vice Chairman
Alderman R. Wheeler
Mr. T. Casey
Dr. C. Bart

Hamilton Convention Centre
Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Mr. T. Yates, Chairman
Alderman R. Wheeler, Vice
Chairman
Mr. D. Beattie
Mrs. J. Gowland
Alderman B. Hinkley

Audit & Finance Committee

Mayor R. Morrow
Mr. D. Braley
(Board Chairman)
Mr. W. McFarland, Chairman
Dr. C. Bart, Vice Chairman
Mr. D. Hector
Mr. S. Cino
Alderman B. Hinkley



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel 416-527-7900

1985
Interim Board
Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman
Mr. J. Jaggard, First Vice Chairman
Alderman D. Gray, Second Vice Chairman
Mayor R. Morrow
Alderman J. Bethune
Alderman B. Hinkley
Alderman T. Murray
Mr. T. Casey
Mr. D. Hector
Mr. W. McFarland
Mr. R. Wheeler
Mr. T. Yates
Mr. P. Valariano
Mr. S. Cino

Trade Centre Arena Committee

Alderman D. Gray, Chairman
Mr. P. Valeriano, Vice Chairman
Mr. S. Cino
Mr. T. Casey
Mr. R. Wheeler
Mr. W. McFarland
Mr. J. Jaggard
Alderman T. Murray

Finance & Audit Committee

Mr. W. McFarland, Chairman
Alderman T. Murray
Mr. D. Hector

Hamilton Place Committee

(May, 1985)

Mr. D. Hector, Chairman
Mr. R. Whynott
Mr. S. Cino
Mr. F. DeNardis
Mr. J. C. Jaggard
Mr. B. B. Shekter
Mr. M. C. J. Watson
Alderman V. Agro
Alderman B. Charlton
Alderman M. Kiss
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Murray

Hamilton Convention Centre Committee

(May, 1985)

Mr. D. Braley, Chairman
Mr. K. L. Clark
Mr. W. B. Stetson
Mrs. J. A. Street
Mr. M. Waxman
Mr. T. Yates
Alderman J. A. Bethune
Alderman B. Hinkley
Alderman H. Merling

Note:

The Members of both Committees were Members of the former Boards of Directors for Hamilton Place Theatre and The Hamilton Convention Centre.

Hamilton Entertainment and Convention Facilities Inc. manages and operates The Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The Corporation of The City of Hamilton



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416-527-7900

1984 (June, 1984)
Interim Board
The Hamilton Entertainment and Convention Facilities Inc.

Mr. D. Braley, Chairman
Mr. J. Jaggard, First Vice Chairman
Alderman D. Gray, Second Vice Chairman
Mayor R. M. Morrow
Alderman P. J. Peterson
Alderman B. Hinkley
Alderman T. Murray
Mr. T. Casey
Mr. S. Cino
Mr. D. M. Hector
Mr. W. H. McFarland
Mr. P. O. Valeriano
Mr. R. Wheeler
Mr. T. Yates

Trade Centre Arena Committee

Alderman D. Gray, Chairman
Mr. P. Valeriano, Vice Chairman
Mr. S. Cino
Mr. R. Wheeler

Finance & Audit Sub-Committee

Mr. W. McFarland, Chairman
Alderman T. Murray
Mr. D. M. Hector

STANDING COMMITTEE

TERMS OF REFERENCE

OPERATIONS

TERMS OF REFERENCE

1. Receive, review and recommend to the Finance and Administration Committee the annual operating and capital budgets;
2. Recommend to the Board all capital, operational and maintenance expenditures within the limitations (which fluctuate in accordance with the annual inflation rate) established by the City's Purchasing Department and approved by City Council;
3. Review and recommend for approval all contract documents for tender and all contracts for services;
4. Monitor building and equipment to ensure optimum performance;
5. Monitor operations efficiency and effectiveness;
6. Review and recommend to the HECFI Board all matters pertaining to the provision of food and beverage in HECFI facilities as established by Board policy;
7. Provide a monthly written report to the Board;
8. Review reports provided by senior management regarding occupational health and safety issues and recommend appropriate actions to the Board of Directors relative to health and safety issues;
9. Recommend to the Board the disposition of the personnel contract of the Director reporting through the Managing Director/CEO to the Operations Committee;
10. Perform other duties as assigned by Board of Directors.

MARKETING & SALES COMMITTEE

TERMS OF REFERENCE

1. a) Receive, review and recommend to the Board the Annual Marketing Plan;
 b) The Marketing Plan to include client services and public relations;
2. Receive, review and recommend to the Board for approval strategic plans for future;
3. Receive, review and recommend to the Finance and Administration Committee the annual operating budget;
4. Evaluate and make recommendations regarding community education, social and cultural activities related to performing arts;
5. Monitor activities and events to assess program balance, number of event days, and results of promotions and co-promotions;
6. Recommend to the Board all operational, capital and maintenance expenditures related to the Marketing and Sales department within the limitations (which fluctuate in accordance with the annual inflation rate) established by the City's Purchasing Department and approved by City Council;
7. Monitor expenditures from the Provision for Promotions account for promotions and co-promotions.
8. Provide a monthly written report to the Board;
9. Recommend to the Board the disposition of the personnel contract of the Director reporting through the Managing Director/CEO to the Marketing & Sales Committee:
10. Perform other duties as assigned by Board of Directors.

June, 1995

FINANCE & ADMINISTRATION COMMITTEE

TERMS OF REFERENCE

1. Oversee the financial affairs of the Hamilton Entertainment and Convention Facilities Inc. and the Hamilton Performing Arts Foundation Inc.;
2. Receive, review and recommend to the Board the annual operating budgets;
3. Receive, review and recommend to the Board the annual 10-year capital budget programmes;
4. Recommend to the Board all financial and administrative policies and personnel matters;
5. Oversee the Box Office/Ticketing Services for all HECFI facilities;
6. Recommend to the Board all operational, capital and maintenance expenditures related to the Finance and Administration department within the limitations (which fluctuate in accordance with the annual inflation rate) established by the City's Purchasing Department and approved by City Council;
7. Assume responsibility for the efficient management of funds;
8. Provide a monthly written report to the Board;
9. Recommend to the Board the disposition of the personnel contract of the Director reporting through the Managing Director/CEO to the Finance & Administration Committee;
10. Perform other duties as assigned by Board of Directors.

5

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso Patricia Bennett
Managing Director/CEO Legislative Assistant

DATE: January 5, 1996

SUBJECT: BOARD AND STANDING COMMITTEE SCHEDULE

RECOMMENDATION:

THAT THE EXISTING BOARD AND STANDING COMMITTEE SCHEDULE BE REAFFIRMED:

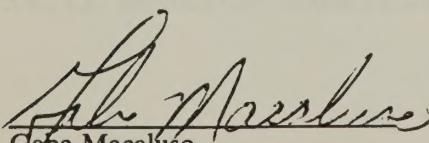
- (i) **THAT THE REGULAR (monthly) BOARD MEETINGS TAKE PLACE THE LAST FRIDAY OF EVERY MONTH AT 9 A.M.; and**
- (ii) **THAT THE FOLLOWING STANDING COMMITTEES MEET DURING THE WEEK PRECEDING THE REGULAR (monthly) MEETING:**

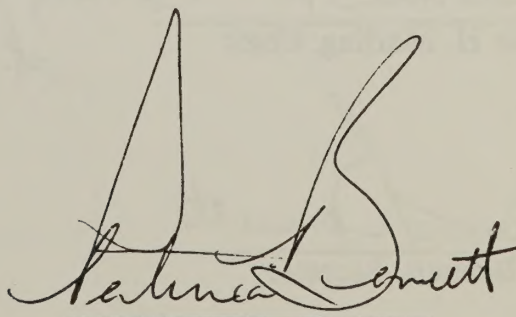
OPERATIONS COMMITTEE:	Wednesdays at 12 Noon
FINANCE AND ADMINISTRATION:	Thursdays at 8 a.m.
MARKETING AND SALES:	Thursdays at 12 Noon
OTHER:	at the call of the Chairperson

BACKGROUND:

- The schedule provides management's facilitation of the business of the Board on a timely basis; i.e. all Standing Committees meet the week prior to the Board ensuring that issues forwarded to the full Board are current.
- The meeting schedule does not interfere with either of the City's or Regional's Standing Committee schedules.

Respectfully submitted,


Gabe Macaluso
Managing Director/CEO


Patricia Bennett
Legislative Assistant

6

OPERATIONS COMMITTEE FIRST REPORT OF 1996

The Operations Committee presents its **FIRST** Report of 1996 from its meeting held January 17, 1996 and respectfully requests approval of the following recommendations:

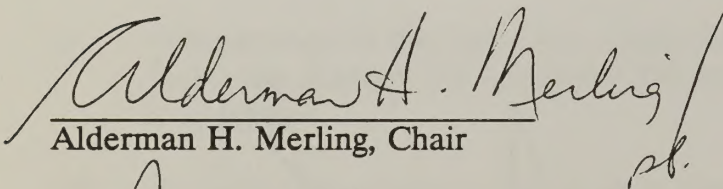
1. HCC: Provision of Audio/Visual Services

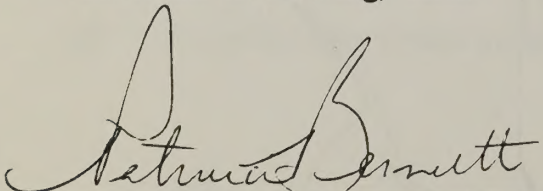
THAT THE TENDER SUBMITTED BY TELAV INC. FOR THE PROVISION OF AUDIO VISUAL SERVICES AT THE HAMILTON CONVENTION CENTRE FOR A THREE (3) YEAR TERM ENDING 1998 DECEMBER 31, BE ACCEPTED.

2. CC and HCC: Provision of Convention and Trade Show Electrical Services

THAT THE TENDER SUBMITTED BY AINSWORTH ELECTRICAL CO. LTD. TORONTO FOR THE PROVISION OF CONVENTION AND TRADE SHOW ELECTRICAL SERVICES AT COPPS COLISEUM AND THE CONVENTION CENTRE FOR A THREE YEAR TERM COMMENCING 1996 JANUARY 1, BE ACCEPTED.

Respectfully submitted,


Alderman H. Merling, Chair


Patricia Bennett, Secretary

7
NOV 13 1995

November 10, 1995

Gabe Macaluso
Hamilton Entertainment & Convention
Facilities, Inc.
101 York Blvd.
Hamilton, Ontario
L8R 3L4

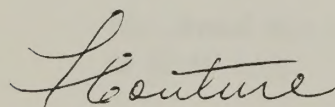
Dear Mr. Macaluso:

We simply want to thank you for your kind donation to the Haiti Auction which took place on October 19, 1995. Your kindness, together with that of many other people in the Hamilton area resulted in our Auction being even more successful than the one we held a year and a half ago. Over \$22,000.00 was raised on behalf of the children of Haiti, and we simply wanted to express our sincere appreciation to you for your donation of two tickets to "Reba" valued at \$77.00 to this wonderful cause.

Too often people make contributions of this nature and they do not understand the extent to which they help other people. We want you to know that your gift will make a difference in the lives of some small children in Haiti.

Again our sincere thanks to you.

Yours very truly,



Florence Couture
Chairperson
Haiti Auction Committee

8

**THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, November 24, 1995

9:00 a.m.

Hamilton Convention Centre

Room 314

MINUTES

PRESENT: Mrs. M. Dow, Chair
Alderman T. Anderson, First Vice-Chair
Alderman B. Charters, Second Vice-Chair
Alderman H. Merling
Alderman T. Jackson
Mr. W. Tidball
Mr. M. Ryder
Mr. J. Kujavsky
Mrs. J. Isbester
Mr. F. Deys
Mr. S. Monzavi

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

REGRETS: Mayor R. Morrow
Mr. G. Kay
Mr. J. Nelson

Declaration of Conflict of Interest

Mr. S. Monzavi declared a possible conflict of interest in respect of the general cleaning contract with Janitorial Development Inc. Mr. Monzavi has, in the past, had a working relationship with one of the owners of the company and consequently did not take part in the vote (see motions carried following the In-Camera Session).

1. Opening Remarks

Mrs. Dow opened the meeting at 9:01 a.m. recalling that at the last meeting Quebec was about to conduct its Sovereignty Referendum and expressed her happiness with the results. In anticipation of this being the final Board Meeting of 1995, Board Members were thanked for their individual contributions throughout the course of the year.

It was agreed that a change be made to the order of business in order to accommodate a presentation by Mr. Jim Awad, General Manager of the Sheraton Hamilton. It was

MOVED by Mr. Tidball, seconded by Mr. Ryder that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:03 A.M.

MOTION CARRIED.

Mr. Awad was invited to join the meeting at 9:50 a.m. and left the meeting at 10:40 a.m.

MOVED by Alderman Merling, seconded by Mrs. Isbester that

THE IN-CAMERA SESSION BE ADJOURNED AT 10:55 A.M.

MOTION CARRIED.

The following recommendation was carried following adjournment of the In-Camera Session:

General Cleaning of HECFI Facilities - Extension of Agreement with Janitorial Development Inc.

MOVED by Mr. Kujavsky, seconded by Mrs. Isbester that

HECFI EXERCISE ITS OPTION TO EXTEND THE AGREEMENT WITH JANITORIAL DEVELOPMENT INC., HAMILTON FOR THE GENERAL CLEANING OF THE H.E.C.F.I. FACILITIES FOR ONE (1) ADDITIONAL YEAR COMMENCING 1996 JANUARY 1.

MOTION CARRIED.

A. Operations Committee Seventh Report

MOVED by Alderman Merling, seconded by Mr. Tidball that

THE OPERATIONS COMMITTEE SEVENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

HCC: Policy Respecting Donated Wine

THAT THE CURRENT POLICY RESPECTING DONATED WINE BE RESCINDED; and

THAT AS THE LIQUOR LICENCE ACT, R.S.O., 1990 AND THE REGULATIONS CONTAINED THEREIN, GOVERN THE SALE AND SERVICE OF LIQUOR, A CLIENT MAY REQUEST TO PROVIDE LIQUOR AT THEIR EVENT UNDER A SPECIAL OCCASION PERMIT (ONTARIO REGULATION 389/91) SUBJECT TO:

- a) APPROVAL OF SUCH REQUEST BY MANAGEMENT PRIOR TO THE EVENT; and**
- b) A CORKAGE FEE, PER BOTTLE, BEING CHARGED AT THE DISCRETION OF MANAGEMENT.**

CC: Proposed Price Increases on Food and Beverage Concession Items

THAT THE FOLLOWING INCREASES TO FOOD AND BEVERAGE CONCESSION ITEMS BE APPROVED EFFECTIVE 1995 DECEMBER 1:

- A) JUMBO HOT DOG FROM \$2.75 TO \$3.00
- B) SOFT DRINKS : 20 OUNCE FROM \$2.00 TO \$2.25
: 32 OUNCE FROM \$2.50 TO \$2.75
- C) DRAFT BEER (14 OUNCE) FROM \$3.75 TO \$4.00.

MOTION CARRIED.

B. Finance and Administration Committee Sixth Report

MOVED by Mrs. Isbester, seconded by Mr. Kujavsky that

THE FINANCE AND ADMINISTRATION COMMITTEE SIXTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

1996 Operating Budget - Tentative Timetable and Process

THE FOLLOWING TENTATIVE TIMETABLE AND PROCESS BE RECOMMENDED TO THE BOARD FOR APPROVAL:

January 18, 1996	The 1996 Marketing Plan and the 1996 Operating Budget be forwarded to all HECFI Board Members with an invitation to attend: - the Marketing and Sales Committee Meeting on January 24, 1996 for a full presentation of the 1996 Marketing Plan, including the 1996 Revenue and Marketing Expense budgets; and - the Operations Committee Meeting on January 24, 1996 or the Finance and Administration Committee Meeting on January 25, 1996 for a full presentation of the 1996 Operating budget.
------------------	---

January 24, 1996 (8:00 a.m.)	A full presentation of the 1996 Marketing Plan, including the 1996 Revenue and Marketing Expense Budgets, be made to the Marketing and Sales Committee.
January 24, 1996 (12:00 noon)	A full presentation of the 1996 Operating Budget be made to the Operations Committee.
January 25, 1996 (8:00 a.m.)	A full presentation of the 1996 Operating Budget be made to the Finance and Administration Committee.
February 2, 1996 (9:00 a.m.)	Recommendations from the applicable Standing Committees regarding the 1996 Marketing Plan and the 1996 Operating Budget be considered by the HECFI Board.

MOTION CARRIED.

2. Correspondence

Correspondence included in the agenda package as attachment 2 was received for information

3. Minutes of Regular Meeting Held October 27, 1995

MOVED by Alderman Anderson, seconded by Mr. Deys that

THE MINUTES OF THE OCTOBER 27, 1995 MEETING BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Nine Month Period Ended October 31, 1995

The report, Financial Summary for the Nine Month Period Ended October 31, 1995, was received.

5. Private and Confidential

(see item #1 above)

6. New Business

6.1 Donation of Painting - Mr. & Mrs. Gould

Mrs. Dow advised that City Council approved the acceptance of a donation of a painting (untitled) by Diane Haber from the collection of Mr. and Mrs. Allen Gould of Hamilton; and that the painting be hung on a long-term basis in the corridor area of the Studio Theatre at Hamilton Place as requested by the donor.

6.2 H.E.C.F.I. Representative : Selection Committee for Citizen Appointees

Alderman Charters volunteered to be the H.E.C.F.I. representative on the City's Selection Committee responsible for the appointment of citizen representatives on local boards, commissions, committees, etc.

7. Other Business

7.1 Commercial/Non-Profit Rental Rates : Hamilton Place

MOVED by Alderman Charters, seconded by Alderman Jackson that

THE RECOMMENDATION APPROVED BY THE BOARD AT ITS MEETING HELD OCTOBER 27, 1995 THAT NON-PROFIT RENTAL RATES NOT BE MADE AVAILABLE TO ORGANIZATIONS THAT DO NOT FUNCTION AS A PERFORMING ARTS ENTITY BE RECONSIDERED AT THE BOARD'S NEXT MEETING.

MOTION CARRIED. Mr. Ryder opposed the motion.

8. Date of Next Meeting

It was agreed that the Board will not adhere to its meeting schedule for the month of December but will meet if required, at the call of the Chair.

9. Adjournment

The meeting adjourned at 11:00 a.m.

TAKEN AS READ AND APPROVED

Mrs. Mary Dow, Chair

Patricia Bennett, Secretary

URBAN/MUNICIPAL
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1996

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, March 29, 1996
9:00 A.M.

Hamilton Convention Centre - Room 314

ORDER OF BUSINESS

URBAN MUNICIPAL

DECLARATION OF CONFLICT OF INTEREST

APR 1 1996

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS GOVERNMENT DOCUMENTS

INFORMATION ITEMS

2. Correspondence

Nil

3. Minutes of Regular Meeting Held February 16, 1996

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 Financial Summary for the Two Month
Period Ended February 29, 1996

Attachment 4.1

4.2 Final Report: Hockey Market Potential Study
Hendershot Research Consultants

Attachment 4.2

(Note: Copies of Report Circulated to only those
Board Members who have not already previously received
a copy with the Marketing and Sales Committee Agenda)

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: Friday, April 26, 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
Hamilton Convention Centre, Room 314

9. Adjournment

OUTSTANDING BUSINESS

Nil

March 22, 1996
Patricia Bennett
Secretary to the Board of Directors

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**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, February 16, 1996

9:00 a.m.

Hamilton Convention Centre

Room 314

MINUTES

PRESENT: Alderman T. Anderson, Chair
Mayor R. Morrow
Alderman T. Jackson
Mr. M. Ryder
Mr. J. Kujavsky
Mr. S. Monzavi
Mr. B. Ingleby
Ms. B. Campbell
Mrs. M. Dow

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

REGRETS: Alderman B. Charters
Alderman H. Merling
Mr. G. Kay
Mr. F. Deys
Mr. J. Nelson

1. Opening Remarks

Alderman Anderson called the meeting to order at 9:16 a.m. thanking everyone for coming to the meeting and clarifying that the change in schedule was due to the upcoming Days of Protest scheduled for February 23rd and 24th.

A. Marketing and Sales Committee First Report

MOVED by Mrs. Dow, seconded by Mr. Ryder that

**THE MARKETING AND SALES COMMITTEE FIRST REPORT OF 1996
BE APPROVED AND THE FOLLOWING RECOMMENDATION
ENDORSED:**

THAT THE 1996 MARKETING PLAN BE APPROVED.

MOTION CARRIED.

B. Operations Committee Second Report of 1996

MOVED by Mr. Kujavsky, seconded by Mr. Ingleby that

**THE OPERATIONS COMMITTEE SECOND REPORT OF 1996 BE
APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:**

THAT THE 1996 OPERATING BUDGET BE APPROVED.

MOTION CARRIED.

C. Finance and Administration Committee First Report of 1996

MOVED by Mr. Ryder, seconded by Mr. Kujavsky that

THE FINANCE AND ADMINISTRATION COMMITTEE FIRST REPORT OF 1996 BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

THAT THE 1996 MAINTENANCE OPERATING BUDGET WHICH PROVIDES FOR A MUNICIPAL CONTRIBUTION OF \$2,507,420. BE APPROVED; and

THAT H.E.C.F.I. FORWARD TO THE CITY TREASURER ALONG WITH THE 1996 MAINTENANCE OPERATING BUDGET, SERVICE/PROGRAM REDUCTION PACKAGES TALLING \$142,530. OR 5.7% OF H.E.C.F.I.'S MUNICIPAL CONTRIBUTION (AS OUTLINED ON PAGES 22-27 OF THE BUDGET DOCUMENT) IN RESPONSE TO A REQUEST BY THE COMMITTEE OF THE WHOLE OF CITY COUNCIL TO ALL CITY DEPARTMENTS AND BOARDS FOR REDUCTION PACKAGES WHICH WILL APPROXIMATE A 5.0% DECREASE IN THEIR RESPECTIVE 1996 MAINTENANCE OPERATING BUDGETS.

MOTION CARRIED.

D. Community Dinner: CYO Celebrity Dinner, February 29, 1996

MOVED by Ms. Campbell, seconded by Mr. Monzavi that

THAT THE BOARD OF DIRECTORS TAKE NO ACTION UPON THE REQUEST TO PURCHASE TICKETS TO THE CYO CELEBRITY DINNER, FEBRUARY 29, 1996 TO BE HELD AT CARMEN'S BANQUET CENTRE.

MOTION CARRIED.

2. Correspondence

MOVED by Mrs. Dow, seconded by Mr. Ryder that

CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.

MOTION CARRIED.

3. Minutes of Regular Meeting Held January 22, 1996

MOVED by Mr. Kujavsky, seconded by Mr. Ingleby that

THE MINUTES OF THE REGULAR MEETING HELD JANUARY 22, 1996 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Eleven Month Period Ended November 30, 1996

The Board received as information the report, Financial Summary for the Eleven Month Period November 30, 1996. The Director of Finance and Administration advised that it is estimated that the under expended Municipal Contribution may be somewhat lower by approximately \$20,000. at year-end than as at November 30th. The surplus will be credited to H.E.C.F.I.'s two reserve funds: (i) Reserve for Capital Improvement Projects; and (ii) Budget Stabilization Reserve.

5. Private and Confidential

It should be noted that Mayor Morrow declared a possible Conflict of Interest and left the meeting before any discussion took place.

MOVED by Mr. Ryder, seconded by Ms. Campbell that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:20 A.M.

MOTION CARRIED.

MOVED by Mr. Monzavi, seconded by Alderman Jackson that

THE IN-CAMERA SESSION BE ADJOURNED AT 10:35 A.M.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting:

Friday, March 29, 1996

9:00 a.m.

Hamilton Convention Centre, Room 314

9. Adjournment

The meeting was adjourned at 10:36 p.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Financial Summary
For The Two Month Period Ended February 29, 1996

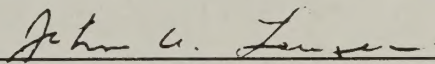
Actual Results For The Two Month Period Ended February 28, 1995		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
\$ 849,859.	Revenue	\$ 786,376.	\$ 819,725.	\$33,349.
<u>1,223,423.</u>	Expenditures	<u>1,361,310.</u>	<u>1,410,089.</u>	<u><48,779.></u>
	Excess of Expenditures			
<u>\$ 373,564.</u>	Over Revenue From Operations	<u>\$ 574,934.</u>	<u>\$ 590,364.</u>	<u>\$<15,430.></u>

Comments:

HECFI's municipal contribution was under-expended by \$15,430 (see row 3, column 3 above) for the two month period ended February 29, 1996.

This unfavourable result arose primarily from losses incurred on promotions/co-promotions during this period.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 March 19

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. **CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES**

	(1)	(2)	(3)	(4)	(5)	(6)
	Annual 1996 Budget	Budgeted Operating Results For The Two Month Period Ended February 1996	Actual Operating Results For The Two Month Period Ended February 1996	Amount	Favourable/ (Unfavourable) Budget Variance %	Actual Operating Results For The Two Month Period Ended February 1995
REVENUE						
RENTAL, LICENCE FEES AND SHOW REVENUE	\$1,708,230	\$138,900	\$96,784	(\$42,116)	-30.3%	\$287,717
OTHER RENTALS	453,430	73,389	69,718	(3,671)	-5.0%	96,440
FOOD, BEVERAGE AND CONCESSIONS	1,955,520	245,360	299,742	54,382	22.2%	169,959
RECOVERIES	1,933,690	239,086	264,046	24,960	10.4%	193,130
BOX OFFICE	334,710	38,019	44,735	6,716	17.7%	42,422
OTHER	296,760	51,622	44,700	(6,922)	-13.4%	60,191
TOTAL REVENUE	\$6,682,340	\$786,376	\$819,725	\$33,349	4.2%	\$849,859
EXPENSES						
OPERATIONS - ADMINISTRATION	\$282,710	\$46,853	\$45,801	\$1,052	2.2%	\$42,395
FOOD AND BEVERAGE	1,734,430	238,082	290,146	(52,064)	-21.9%	230,444
EVENTS DELIVERY	2,516,200	318,505	350,987	(32,482)	-10.2%	321,594
BUILDING OPERATIONS	1,462,730	244,022	236,153	7,869	3.2%	235,735
MARKETING AND PROMOTION	1,436,870	243,758	225,715	18,043	7.4%	140,328
ADMINISTRATION - CEO/BOARD	412,920	71,681	64,496	7,185	10.0%	65,434
PROFESSIONAL FEES	32,960	5,494	4,326	1,168	21.3%	2,206
FINANCE AND ADMINISTRATION	664,140	111,167	106,296	4,871	4.4%	104,279
BOX OFFICE	364,980	58,532	62,956	(4,424)	-7.6%	59,146
INSURANCE	139,290	23,216	23,213	3	0.0%	21,862
TOTAL EXPENSES	\$9,047,230	\$1,361,310	\$1,410,089	(\$48,779)	-3.6%	\$1,223,423
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS	\$2,364,890	\$574,934	\$590,364	(\$15,430)	-2.7%	\$373,564
CONTRIBUTION FROM THE CITY	\$2,364,890	\$574,934	\$574,934	\$0	0.0%	\$394,599
UNDER EXPENDED MUNICIPAL CONTRIBUTION	\$0	\$0	(\$15,430)	(\$15,430)	0.0%	\$21,035

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debt service costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

URBAN/MUNICIPAL
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1996

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, April 26, 1996
9:00 A.M.

Hamilton Convention Centre - Room 314

URBAN MUNICIPAL

APR 25 1996

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

GOVERNMENT DOCUMENTS

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS

- | | | |
|----|--|---------------------|
| A. | <i>Operations Committee First Report</i> | <i>Attachment A</i> |
| B. | <i>Marketing and Sales Committee First Report</i> | <i>Attachment B</i> |
| C. | <i>Audit Committee First Report</i> | <i>Attachment C</i> |
| D. | <i>Finance and Administration Committee First Report</i> | <i>Attachment D</i> |

INFORMATION ITEMS

- | | | |
|----|---|----------------|
| 2. | Correspondence | Attachment 2 |
| 3. | Minutes of Regular Meeting Held March 29, 1996 | Attachment 3 |
| | 3.1 Errors or Omissions | |
| | 3.2 Motion for Approval | |
| 4. | Business Arising From the Minutes | |
| | 4.1 Financial Summary for the Three Month
Period Ended March 31, 1996 | Attachment 4.1 |
| 5. | Private and Confidential | |
| | 5.1 Contractual Matters | |
| 6. | New Business | |
| 7. | Other Business | |
| 8. | Date of Next Meeting: Friday, May 31, 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
Hamilton Convention Centre, Room 314 | |
| 9. | Adjournment | |

OUTSTANDING BUSINESS

Nil

A

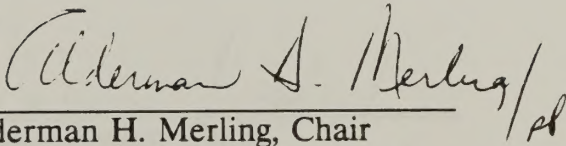
OPERATIONS COMMITTEE SECOND REPORT OF 1996

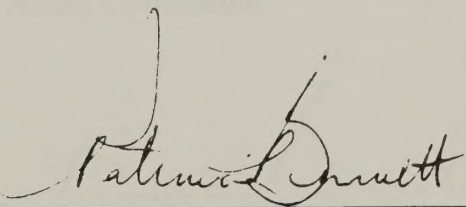
The Operations Committee presents its **SECOND Report of 1996** from its meeting held April 17, 1996 and respectfully requests approval of the following recommendation:

1. Food and Beverage Report

THAT THE FOOD AND BEVERAGE OPERATION REPORT BE DEFERRED TO SEPTEMBER 1996.

Respectfully submitted


Alderman H. Merling, Chair


Patricia Bennett, Secretary

B

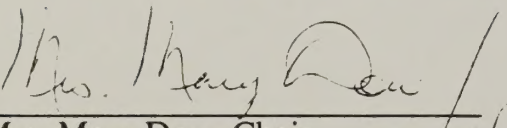
MARKETING AND SALES COMMITTEE FIRST REPORT OF 1996

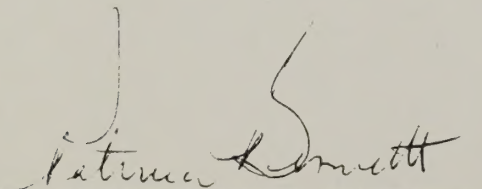
The Marketing and Sales Committee presents its **FIRST Report of 1996** from its meeting held April 17, 1996 and respectfully requests approval of the following recommendation:

1. Food and Beverage Report

THAT THE FOOD AND BEVERAGE OPERATION REPORT BE DEFERRED TO SEPTEMBER 1996.

Respectfully submitted


Mrs. Mary Dow, Chair


Patricia Bennett, Secretary

C

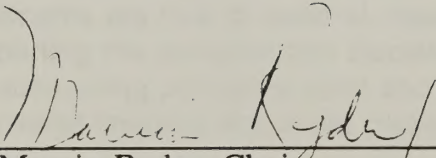
AUDIT COMMITTEE FIRST REPORT

The Audit Committee presents its **FIRST Report of 1996** from its meeting held April 18, 1996 and respectfully requests approval of the following recommendation:

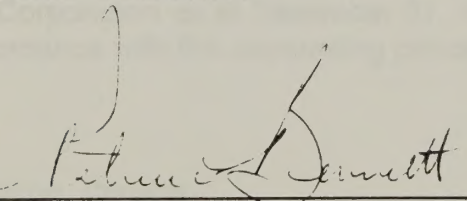
1. Draft 1995 Audited Financial Statements for H.E.C.F.I.

THAT THE DRAFT 1995 AUDITED FINANCIAL STATEMENTS FOR H.E.C.F.I. BE APPROVED; and

THAT THE MANAGEMENT LETTER DATED APRIL 12, 1996 FROM MACGILLIVRAY PARTNERS BE RECEIVED.



Marvin Ryder, Chair
Audit Committee *sl*



Patricia Bennett, Secretary

DRAFT

FOR
DISCUSSION ONLY

**THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

FINANCIAL STATEMENTS

DECEMBER 31, 1995

DRAFT
FOR
DISCUSSION ONLY

AUDITORS' REPORT

To the Board Members of
**The Hamilton Entertainment and
Convention Facilities Inc.,**
Members of Council, Inhabitants
and Ratepayers of The Corporation
of the City of Hamilton

We have audited the balance sheet of **The Hamilton Entertainment and Convention Facilities Inc.** as at December 31, 1995 and the statement of revenue and expense for the year then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 1995 and the results of its operations for the year then ended in accordance with the accounting principles disclosed in Note 1 to the financial statements.

Hamilton, Canada
March 8, 1996

CHARTERED ACCOUNTANTS

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

1

BALANCE SHEET

DECEMBER 31, 1995

ASSETS

Current

Cash	\$ 539,584	\$ 343,082
Accounts receivable	780,722	727,381
Current portion of note receivable (note 4)	66,778	16,973
Inventories (note 3)	46,373	51,676
Prepaid expenses	100,222	92,005
Deferred charges on future shows	32,843	14,739

1995

1994

1,566,522

1,245,856

Long-term

Note receivable (note 4)	-	67,182
--------------------------	---	--------

\$ 1,566,522

\$ 1,313,038

LIABILITIES

Accounts payable and accruals	\$ 449,049	\$ 489,100
Advance ticket sales	528,182	344,952
Deposits on future rentals	135,314	202,559
Deferred revenue on display advertising	15,608	59,626
Unredeemed gift certificates	81,835	88,080
Advance from a related corporation (note 5)	21,120	20,676
Due to City of Hamilton	335,414	108,045

\$ 1,566,522

\$ 1,313,038

DRAFT

FOR
DISCUSSION ONLY

APPROVED ON BEHALF OF THE BOARD

DIRECTOR

DIRECTOR

See accompanying Notes to the Financial Statements

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

2

STATEMENT OF REVENUE AND EXPENSE

FOR THE YEAR ENDED DECEMBER 31, 1995

	1995	1994
REVENUE		
Rentals, licence fees and show revenue	\$ 2,348,299	\$ 2,067,834
Food, beverage and concessions	2,126,392	2,029,793
Recoveries	2,029,902	1,688,407
Box office	363,907	428,375
Other	<u>322,091</u>	<u>277,767</u>
	<u>7,190,591</u>	<u>6,492,176</u>
EXPENSE		
Events delivery	2,731,498	2,191,888
Food and beverage	1,771,537	1,727,708
Building operations	1,568,089	1,491,368
Marketing and promotion	1,480,850	1,404,424
Administration	1,415,690	1,469,765
Box office	<u>348,274</u>	<u>359,119</u>
	<u>9,315,938</u>	<u>8,644,272</u>
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS	<u>2,125,347</u>	<u>2,152,096</u>
PROVISION FOR CAPITAL REPLACEMENT (note 8 (a))	<u>-</u>	<u>79,210</u>
EXCESS OF EXPENSE OVER REVENUE BEFORE CONTRIBUTION FROM THE CITY OF HAMILTON	<u>2,125,347</u>	<u>2,231,306</u>
CONTRIBUTION FROM THE CITY OF HAMILTON	<u>2,426,150</u>	<u>2,503,740</u>
EXCESS OF REVENUE OVER EXPENSE FOR THE YEAR (note 7)	<u>\$ 300,803</u>	<u>\$ 272,434</u>

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FOR
DISCUSSION ONLY

See accompanying Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1995

1. SIGNIFICANT ACCOUNTING POLICIES

The Corporation follows accounting principles appropriate for a municipal organization. The more significant of these accounting policies are summarized below.

(a) Rentals, Licence Fees and Show Revenue

Rentals, licence fees and show revenue comprise minimum rental and licence fees, negotiated percentages of box office receipts and profit or loss when the Corporation acts as a promoter or co-promoter on shows.

Revenue excludes the capital improvement ticket surcharge.

(b) Inventories

Inventories are valued at the lower of cost, measured on a first-in, first-out basis, and replacement value.

(c) Capital Assets and Amortization

The land, buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. are owned by The Corporation of the City of Hamilton (City of Hamilton). Purchases of equipment and furnishings are charged either directly to operations in the year in which the expenses occur, or to a capital projects reserve fund established for the purchase of capital assets and maintained by the City of Hamilton on behalf of The Hamilton Entertainment and Convention Facilities Inc.

(d) Reserves

Payments relating to the functional purpose of reserves are charged directly to the reserves.

The accompanying financial statements do not include the activities of The Hamilton Performing Arts Foundation Inc., a related corporation.

2. OPERATIONS

The Hamilton Entertainment and Convention Facilities Inc. was incorporated without share capital under the laws of Ontario by the City of Hamilton to maintain and operate, in the public interest, the following facilities:

Copps Coliseum (*a trade centre and arena*)
Hamilton Convention Centre
Hamilton Place (*a theatre-auditorium*)

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FOR
DISCUSSION ONLY

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1995

3. INVENTORIES

Inventories consist of liquor, beer, wine, food, and soft drinks.

4. NOTE RECEIVABLE

In 1993 the Corporation agreed to convert a portion of the trade accounts receivable then due from the Hamilton Philharmonic Orchestra to a note receivable. This note bears interest at the prime bank rate and requires the Hamilton Philharmonic Orchestra to make monthly instalments of \$ 2,000. Payment of the note receivable has been guaranteed by the Regional Municipality of Hamilton-Wentworth. On January 4, 1996, the Hamilton Philharmonic Orchestra ceased operations and the Regional Municipality of Hamilton-Wentworth has paid the Corporation the full amount of the note receivable. As a result, the note receivable has been reflected as a current asset as at December 31, 1995.

5. ADVANCE FROM A RELATED CORPORATION

In 1991 The Hamilton Performing Arts Foundation Inc. advanced \$ 21,700 to the Corporation which in turn invested the funds with the City of Hamilton. All interest earned on these funds has been reinvested with the City of Hamilton and will be paid to The Hamilton Performing Arts Foundation Inc. The continuity of this account is summarized as:

		1995	1994
Balance - Beginning of year	\$	20,676	\$ 23,690
Interest earned during the year		1,444	1,246
Funds repaid during year		(1,000)	(5,430)
Funds advanced during the year		-	1,170
Balance - End of year		<u>21,120</u>	<u>\$ 20,676</u>

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FOR

DISCUSSION ONLY

6. PENSION AGREEMENTS

The Corporation makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of some members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

The amount contributed to OMERS for 1995 was \$ 175,751 (1994 - \$ 192,464) for current service and is included as an expense on the Statement of Revenue and Expense.

In addition, certain other employees of the Corporation are entitled to payments to a registered savings plan which is administered through their union. The Corporation contributed \$ 32,206 to this plan in 1995 (1994 - \$ 19,656).

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1995

7. TRANSFER TO THE CITY OF HAMILTON

At the end of the year the excess of revenue over expense for the year was transferred to the City of Hamilton and allocated as follows:

	1995	1994
Allocated to The Hamilton Entertainment and Convention Facilities Inc. Fund for Capital Projects	\$ 184,865	\$ 147,434
Allocated to The Hamilton Entertainment and Convention Facilities Inc. Reserve for Budget Stabilization	<u>115,938</u>	<u>125,000</u>
	<u>\$ 300,803</u>	<u>\$ 272,434</u>

8. OTHER RESERVE FUNDS

The following reserve funds have been set aside by City Council on behalf of The Hamilton Entertainment and Convention Facilities Inc.

(a) Fund for Capital Projects

This reserve fund and the interest earned thereon is used primarily to finance major building repairs, purchase of equipment or replacement thereof. The continuity of this fund is summarized as follows:

	1995	1994
Balance - Beginning of year	\$ 697,475	\$ 1,047,597
Funds transferred to finance capital projects approved in the current year's capital budget	(635,000)	(860,000)
Interest earned during year	86,266	87,570
Surplus transferred from The Hamilton and Convention Facilities Inc.	184,865	147,434
Return of unused funds from previously approved capital projects	260,122	130,389
Receipts from sale of surplus equipment	3,338	46,625
Provision for capital replacement	-	79,210
Receipt of grant from Province of Ontario regarding barrier free access expenditures	-	18,650
Transfers from closing the Capital Improvement Surcharge Reserves (see note 8 (b))	<u>1,004,773</u>	<u>-</u>
Balance - End of year	<u>\$ 1,601,839</u>	<u>\$ 697,475</u>

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FOR
DISCUSSION ONLY

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1995

8. OTHER RESERVE FUNDS (continued)

(b) Capital Improvement Surcharge Funds

The Hamilton Entertainment and Convention Facilities Inc. levies a patron surcharge on ticket admissions to Hamilton Place and Copps Coliseum. Receipts from these surcharges are transferred to the City of Hamilton and recorded respectively in the Hamilton Place ticket surcharge reserve fund account and the Copps Coliseum ticket surcharge reserve fund account. The funds in these accounts are utilized for capital improvements to the respective buildings. On December 31, 1995 the balances in these ticket surcharge reserve accounts were transferred to the Fund for Capital Projects. The continuity of these funds are summarized as follows:

Hamilton Place

	1995	1994
Balance - Beginning of year	\$ 537,067	\$ 431,237
Receipts during the year	90,959	67,773
Return of unused funds from a previously approved capital project	-	10,000
Interest earned during the year	41,665	28,057
Transfer to Fund for Capital Projects	(669,691)	-
Balance - End of year	\$ -	\$ 537,067

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FOR
DISCUSSION ONLYCopps Coliseum

	1995	1994
Balance - Beginning of year	\$ 263,978	\$ 178,599
Receipts during the year	50,477	74,195
Interest earned during the year	20,627	11,184
Transfer to Fund for Capital Projects	(335,082)	-
Balance - End of year	\$ -	\$ 263,978

(c) Special Events Subsidy Fund

This reserve and interest earned thereon is used primarily to attract events to the facilities operated by The Hamilton Entertainment and Convention Facilities Inc. The continuity of this fund is summarized as:

	1995	1994
Balance - Beginning of year	\$ 2,274	\$ 1,577
Contribution from the City of Hamilton	100,000	100,000
Interest earned during the year	2,193	2,274
Payments made in the year for events subsidies	(101,741)	(101,577)
Balance - End of year	\$ 2,726	\$ 2,274

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1995

8. OTHER RESERVE FUNDS (continued)

(d) Budget Stabilization

During 1994, a reserve for Budget Stabilization was created. The purpose of this reserve is to fund the Corporation's over-expended municipal contribution, if any, in future years. A contribution of \$ 115,938 in 1995 (\$ 125,000 in 1994) was made to this reserve from The Hamilton Entertainment and Convention Facilities Inc.'s excess of revenue over expense for the years in question. The continuity of this fund is summarized as:

	1995	1994
Balance - Beginning of year	\$ 125,000	\$ -
Portion of excess of revenue over expense transferred	115,938	125,000
Interest earned during the year	<u>9,062</u>	<u>-</u>
Balance - End of Year	<u>\$ 250,000</u>	<u>\$ 125,000</u>

9. OTHER FINANCIAL INFORMATION

At December 31, 1995, the City of Hamilton has outstanding long-term debt of \$ 3,169,656 (1994 - \$ 14,025,584) which was incurred to acquire the buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. The City of Hamilton's future payments on this debt are summarized as follows:

	Principal	Interest	Sinking Fund Deposits	Total
1996	\$ 1,322,656	\$ 359,490	\$ 127,498	\$ 1,809,644
1997	-	184,700	127,498	312,198
1998	<u>1,847,000</u>	<u>92,350</u>	<u>(1,719,502)</u>	<u>219,848</u>
	<u>\$ 3,169,656</u>	<u>\$ 636,540</u>	<u>\$ (1,464,506)</u>	<u>\$ 2,341,690</u>

During 1995 the City of Hamilton incurred \$ 1,554,805 (1994 - \$ 1,703,351) in interest expenses relating to the debt.

In addition, the City of Hamilton incurred estimated utility charges and related overhead expenses of \$ 1,523,000 (1994 - \$ 1,570,000) for the operations of The Hamilton Entertainment and Convention Facilities Inc.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1995

10. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Effective May 1, 1982 the predecessor corporations to The Hamilton Entertainment and Convention Facilities Inc. adopted an Income Protection Plan and sick leave credits earned under the previous Sick Leave Benefit Plan were frozen. Under the Sick Leave Benefit Plan unused sick leave could accumulate and employees were entitled to cash payment upon termination of services after ten continuous years of employment. Entitlement to cash payment continues to apply to those employees who earned credits under this plan. The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on termination, amounted to \$ 59,201 at December 31, 1995 (1994 - \$ 59,201). Cash payments made by the City of Hamilton in lieu of sick leave are included in the expenses of the year in which services are terminated and no provision was made by the City in the year when the liability was incurred. The current year's expense of \$ nil (1994 - \$ 4,495) for sick leave liability was paid directly by the City of Hamilton and is not reflected in these financial statements.

11. COMPARATIVE FIGURES

Certain reclassifications of 1994 comparative figures have been made to conform to the financial statement presentation adopted in 1995.

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DISCUSSION ONLY

MacGillivray Partners

Chartered Accountants

Standard Life Centre, Suite 650
120 King Street West
Hamilton, Ontario L8P 4V2
Telephone: (905) 523-7732
Facsimile: (905) 572-9333

Bruno K. J. Bragoli
Wm. Michael Cashion
Michael G. Collyer
Colin C. Dalingwater
John C. Dow
Paul Gibel
Wm. B. Stephenson

April 3, 1996

Mr. M. Ryder
Chair, Audit Committee
Hamilton Entertainment and
Convention Facilities Inc.
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear Mr. Ryder:

We have completed our 1995 audit of HECFI. Our examination did not disclose any weaknesses in internal control or errors that should be brought to your attention. An audit, however, does not encompass a comprehensive review of an organization's systems and controls. Accordingly, it is possible that weaknesses in internal controls may exist and not be discovered during our audit.

As in the past, we found that the records of the Corporation have been well maintained and we have received excellent co-operation from your staff.

Yours very truly

MACGILLIVRAY PARTNERS

per *Michael Cashion*

Wm. Michael Cashion, BComm, CA
Partner/rs

FINANCE AND ADMINISTRATION FIRST REPORT OF 1996

The Finance and Administration Committee presents its **FIRST Report of 1996** from its meeting held April 18, 1996 and respectfully requests approval of the following recommendations:

1. Cheque Signing Authorities

THAT THE SIGNING AUTHORITIES FOR CHEQUES ISSUED BY THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE HEREBY AUTHORIZED AS REQUIRING SIGNATURE FROM TWO (2) OF THE FOLLOWING:

- (i) Managing Director/Chief Executive Officer
- (ii) Director of Finance and Administration
- (iii) Comptroller
- (iv) Accounting Supervisor
- (v) Senior Finance Officer

OR ONE OF THE ABOVE AND ONE OF THE FOLLOWING:

- (i) Chairman of the Board of Directors
- (ii) Director of Operations/Events Delivery
- (iii) Manager of Events Delivery
- (iv) Hospitality Programming/Sales Manager
- (vi) Assistant Events Manager - Hamilton Place/Convention Centre
- (vii) Entertainment Executive
- (viii) Entertainment Assistant

2. Expense Approval Process for the Position of Managing Director/Chief Executive Officer

THAT H.E.C.F.I. ADOPT FOR ITS MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER THE EXPENSE APPROVAL PROCESS UTILIZED BY THE CORPORATION OF THE CITY OF HAMILTON FOR ITS CHIEF ADMINISTRATIVE OFFICER, AS FOLLOWS:

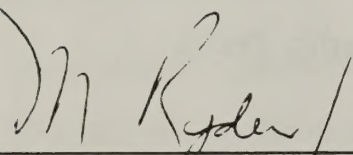
- A) FOR TRIPS, TRAVELLING, ETC. OF THE MANAGING DIRECTOR/CEO WHICH ARE DOCUMENTED ON THE "STATEMENT OF TRAVELLING EXPENSES" FORM, THE BOARD CHAIRMAN'S SIGNATURE IS REQUIRED;
- B) FOR ALL OTHER EXPENSES OF THE MANAGING DIRECTOR/CEO ONLY THE SIGNATURE OF THE MANAGING DIRECTOR/CEO IS REQUIRED.

3. Organizational Revisions

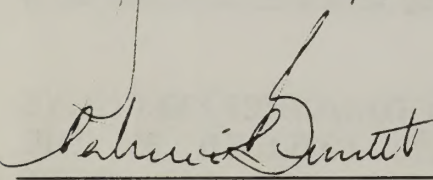
THAT THE POSITION OF SECRETARY, CLIENT SERVICES, BE RECLASSIFIED FROM SALARY GRADE 7 (\$23,842.00 - \$27,905.28) TO SALARY GRADE 8 (\$25,061.40 - \$29,260.92) EFFECTIVE JANUARY 1, 1996; and

THAT THE POSITION OF RECEPTIONIST IN SALARY GRADE 5 (\$21,403.72 - \$25,061.40) BE DELETED AND A NEW POSITION OF OPERATIONS CLERK IN SALARY GRADE 8 (\$25,061.40 - \$29,260.92) EFFECTIVE JANUARY 1, 1996, BE CREATED.

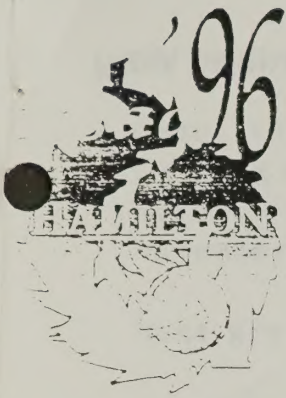
Respectfully submitted



Marvin Ryder, Chair / *pb*



Patricia Bennett, Secretary



2

APR 3 1996

3/27/96

Dear Gabe Macaluso,

On behalf of our organizing committee, I would like to thank you for your contribution to our OFSAA Boys Basketball Championship held in Hamilton, March 6th - 8th 1996.

Our tournament was a huge success and your contribution played a significant role in achieving our goals. Without sponsorship that you graciously provided, the degree of success at our championship would not have been achieved.

On behalf of the coaches and student athletes, we sincerely appreciate your assistance.

Yours truly,

Peter Moore
Tournament Convenor

J.W. SINGLETON CENTRE
2050 Guelph Line, Burlington, Ontario
P. O. Box 5005
L7R 3Z2
Telephone 905-335-5339 Fax 905-335-9802
Peter Moore, Tournament Convenor



APR 3 1996



United Way



pastoral counselling centre

(HAMILTON WENTWORTH)

354 King St. W.
Hamilton, Ontario. L8P 1B3
Tel: 529-5400

April 1, 1996

Mr. Gabe Macaluso
HECFI

Dear Gabe,

Welcome back to the joys and confusions of our community. I do hope that you thoroughly enjoyed your holiday. You certainly deserved it.

May I take a moment to thank you, and through you thank your staff, for making our recent joint concert the success that it was. While we did not generate the net revenue we had dreamed of, neither did we have the nightmare of a loss. A net gain of \$5,000 will be very helpful in meeting some of our needs through the coming year. You helped make that possible.

Your staff is outstanding. They are highly competent in their duties. They have been unfailingly pleasant and quick to be helpful. We never had the feeling of getting a bureaucratic run-around.

Your offer to let us participate in Crazy For You was greatly appreciated - and very tempting. We even did a quick customer survey to test potential response, having those who attended our post-concert reception fill out a questionnaire. The results were very favourable. However, in looking at the realities of our own lack of staffing, and fiscal year end demands, we decided to let your invitation pass by this time. We did not want to do a half-baked job.

Gabe, thank you again for your continuing support. We will be looking at something we can promote beginning in December or thereafter. We cannot compete with United Way during September - November. (I don't see it as competition - but they do.)

Most gratefully yours,



Doug Wallace
Concert Chairman

3

**THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

**Friday, March 29, 1996
9:00 a.m.
Hamilton Convention Centre, Room 314**

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, First Vice-Chair
Mr. G. Kay, Second Vice-Chair
Alderman H. Merling
Alderman T. Jackson
Mr. M. Ryder
Mr. J. Kujavsky
Mrs. M. Dow
Ms. B. Campbell
Mr. F. Deys
Mr. W. Ingleby

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

REGRETS: Mayor R. Morrow
Mr. S. Monzavi
Mr. J. Nelson

1. Opening Remarks

The Chairman called the meeting to order at 9:10 a.m. Alderman Anderson noted the number of complimentary articles appearing in the Spectator concerning H.E.C.F.I.'s hosting of the World Curling Championships. Although ticket sales were somewhat low for the initial sessions, sales are expected to increase considerably for the finals. The Director of Finance and Administration, John Leuser, was commended for his management of H.E.C.F.I.'s day-to-day operation during the CEO's vacation.

2. Correspondence

Nil

3. Minutes of Regular Meeting Held February 16, 1996

MOVED by Mr. Kay, seconded by Ms. Campbell that

**THE MINUTES OF THE REGULAR MEETING HELD FEBRUARY 16, 1996
BE APPROVED.**

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Two Month Period Ended February 29, 1996

The Board received as information the reports, Financial Summary for the Two Month Period Ended February 29, 1996 and Financial Summary for the Year Ended December 31, 1995. It was noted that the two-month summary, first paragraph, should read "HECFI's municipal contribution was *over-expended* by \$15,430....." Mr. Ryder pointed out that while it was anticipated that the under-expended portion of the municipal contribution for December may have been as high as \$20,000, there was a decrease in the amount of \$3,442 in the underexpended amount reported for the eleven month period ended November 30, 1995. The total under-expended municipal contribution amounting to \$300,803 will be allocated to H.E.C.F.I.'s Stabilization Reserve and to the Capital Improvement Reserve Funds.

4.2 Final Report: Hockey Market Potential Study.

All Board Members received for information copies of the Final Report developed by Hendershot Research Consultants, Hockey Market Potential Study.

5. Private and Confidential

MOVED by Mr. Ingleby, seconded by Alderman Charters

THAT THE MEETING MOVE INTO AN IN-CAMERA SESSION.

MOTION CARRIED.

MOVED by Mr. Deys, seconded by Mr. Kujavsky that

THE IN-CAMERA SESSION BE ADJOURNED AT 9:25 A.M.

MOTION CARRIED.

6. New Business

6.1 Internet

Mrs. Dow queried the status of H.E.C.F.I.'s entry into Internet advising that theaters, arenas and convention centres throughout Canada and internationally, have developed "Home Pages" with the Internet providing users with the capability of obtaining specifications of various venues at their fingertips. The CEO advised that the City has requested all potential users within the City and Region to delay independent action pending the Information Systems' negotiation with a universal supplier. Alderman Charters reported that while H.E.C.F.I.'s use of Internet is warranted, the City's Finance and Administration Committee may, in the future, be reviewing the necessity of involvement by other City/Regional departments.

7. Other Business

7.1 Request From Hamilton Harriers Running Club

MOVED by Alderman Merling, seconded by Mr. Deys that

THE RECOMMENDATION BY THE OPERATIONS COMMITTEE TO DENY THE REQUEST FROM THE HAMILTON HARRIERS RUNNING CLUB TO UTILIZE COPPS COLISEUM AS A WINTER TRAINING FACILITY BE RATIFIED.

MOTION CARRIED.

8. Date of Next Meeting

Friday, April 26, 1996

9:00 a.m.

Hamilton Convention Centre, Room 314

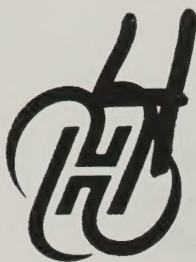
9. Adjournment

The meeting adjourned at 9:30 a.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

Financial Summary
For The Three Month Period Ended March 31, 1996

**Actual Results
For The Three
Month Period
Ended
March 31, 1995**

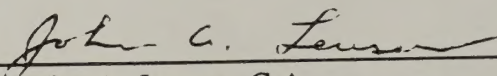
		(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favourable <Unfavourable> <u>Budget Variance</u>
\$1,867,939.	Revenue	\$1,921,726.	\$1,857,588.	\$<64,138.>
<u>2,201,101.</u>	Expenditures	<u>2,395,402.</u>	<u>2,387,084.</u>	<u>8,318.</u>
	Excess of Expenditures			
<u>\$ 333,162.</u>	Over Revenue From Operations	<u>\$ 473,676.</u>	<u>\$ 529,496.</u>	<u>\$<55,820.></u>

Comments:

HECFI's municipal contribution was over-expended by \$55,820 (see row 3, column 3 above) for the three month period ended March 31, 1996. The represents an increase of \$40,390 in the over-expended amount reported to you last month for the two month period ended February 29, 1996.

The unfavourable result for the month arose primarily because actual revenues at Copps Coliseum were less than the amounts budgeted and because a number of the budgeted Hamilton Place concerts cancelled.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 April 17

Copps
Coliseum

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

	(1)	(2)	(3)	(4)	(5)	(6)
	Annual 1996 Budget	Budgeted Operating Results For The Three Month Period Ended March 31 1996	Actual Operating Results For The Three Month Period Ended March 31 1996	Amount Budget Variance (Unfavourable)	%	Actual Operating Results For The Three Month Period Ended March 31 1995
REVENUE						
RENTAL, LICENCE FEES AND SHOW REVENUE	\$1,708,230	\$520,005	\$442,176	(\$77,829)	-15.0%	\$578,646
OTHER RENTALS	453,430	114,866	105,102	(9,764)	-8.5%	129,426
FOOD, BEVERAGE AND CONCESSIONS	1,955,520	464,347	524,200	59,853	12.9%	399,798
RECOVERIES	1,933,690	651,974	623,182	(28,792)	-4.4%	568,265
BOX OFFICE	334,710	100,736	107,816	7,080	7.0%	109,967
OTHER	296,760	69,798	55,112	(14,686)	-21.0%	81,837
TOTAL REVENUE	\$6,682,340	\$1,921,726	\$1,857,588	(\$64,138)	-3.3%	\$1,867,939
EXPENSES						
OPERATIONS - ADMINISTRATION	\$282,710	\$69,597	\$69,361	\$236	0.3%	\$75,473
FOOD AND BEVERAGE	1,734,430	393,693	461,724	(68,031)	-17.3%	414,838
EVENTS DELIVERY	2,516,200	781,640	763,680	17,960	2.3%	688,548
BUILDING OPERATIONS	1,462,730	364,970	359,972	4,998	1.4%	359,909
MARKETING AND PROMOTION	1,436,870	381,295	337,676	43,619	11.4%	291,046
ADMINISTRATION - CEO/BOARD	412,920	104,548	95,063	9,485	9.1%	89,850
PROFESSIONAL FEES	32,960	8,241	5,978	2,263	27.5%	5,753
FINANCE AND ADMINISTRATION	664,140	164,462	158,225	6,237	3.8%	151,563
BOX OFFICE	364,980	92,132	100,584	(8,452)	-9.2%	91,328
INSURANCE	139,290	34,824	34,821	3	0.0%	32,793
TOTAL EXPENSES	\$9,047,230	\$2,395,402	\$2,387,084	\$8,318	0.3%	\$2,201,101
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS	\$2,364,890	\$473,676	\$529,496	(\$55,820)	-11.8%	\$333,162
CONTRIBUTION FROM THE CITY	\$2,364,890	\$473,676	\$473,676	\$0	0.0%	\$388,910
UNDER EXPENDED MUNICIPAL CONTRIBUTION	\$0	\$0	(\$55,820)	(\$55,820)	0.0%	\$55,748

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debt service costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

[Handwritten signature]

Name		Address		City		State		Zip	
Mr. J. H. Smith		123 Main St.		New York		NY		10001	
Mrs. A. B. Jones		456 Elm St.		Los Angeles		CA		90001	
Mr. C. D. Brown		789 Oak St.		Chicago		IL		60601	
Mrs. E. F. Green		101 Pine St.		Houston		TX		77001	
Mr. G. H. White		202 Maple St.		Phoenix		AZ		85001	
Mrs. I. J. Black		303 Cedar St.		San Francisco		CA		94101	
Mr. K. L. Gray		404 Birch St.		Dallas		TX		75201	
Mrs. M. N. Hall		505 Spruce St.		Seattle		WA		98101	
Mr. O. P. King		606 Willow St.		Portland		OR		97201	
Mrs. Q. R. Lee		707 Ash St.		Denver		CO		80201	
Mr. S. T. Scott		808 Hickory St.		San Diego		CA		92101	
Mrs. U. V. Walker		909 Walnut St.		Austin		TX		78701	
Mr. W. X. Young		1010 Cherry St.		San Jose		CA		95101	
Mrs. Y. Z. Adams		1111 Elm St.		San Antonio		TX		78201	
Mr. A. B. Baker		1212 Oak St.		San Jose		CA		95101	
Mrs. C. D. Carter		1313 Pine St.		San Jose		CA		95101	
Mr. E. F. Evans		1414 Maple St.		San Jose		CA		95101	
Mrs. G. H. Green		1515 Cedar St.		San Jose		CA		95101	
Mr. I. J. Hall		1616 Birch St.		San Jose		CA		95101	
Mrs. K. L. King		1717 Spruce St.		San Jose		CA		95101	
Mr. M. N. Lee		1818 Willow St.		San Jose		CA		95101	
Mrs. O. P. Scott		1919 Ash St.		San Jose		CA		95101	
Mr. Q. R. Walker		2020 Hickory St.		San Jose		CA		95101	
Mrs. S. T. Young		2121 Walnut St.		San Jose		CA		95101	
Mr. U. V. Adams		2222 Cherry St.		San Jose		CA		95101	
Mrs. W. X. Baker		2323 Elm St.		San Jose		CA		95101	
Mr. Y. Z. Carter		2424 Oak St.		San Jose		CA		95101	
Mrs. A. B. Evans		2525 Pine St.		San Jose		CA		95101	
Mr. C. D. Green		2626 Maple St.		San Jose		CA		95101	
Mrs. E. F. Hall		2727 Cedar St.		San Jose		CA		95101	
Mr. G. H. King		2828 Birch St.		San Jose		CA		95101	
Mrs. I. J. Lee		2929 Spruce St.		San Jose		CA		95101	
Mr. K. L. Scott		3030 Willow St.		San Jose		CA		95101	
Mrs. M. N. Walker		3131 Ash St.		San Jose		CA		95101	
Mr. O. P. Young		3232 Hickory St.		San Jose		CA		95101	
Mrs. Q. R. Adams		3333 Walnut St.		San Jose		CA		95101	
Mr. S. T. Baker		3434 Cherry St.		San Jose		CA		95101	
Mrs. U. V. Carter		3535 Elm St.		San Jose		CA		95101	
Mr. W. X. Evans		3636 Oak St.		San Jose		CA		95101	
Mrs. Y. Z. Green		3737 Pine St.		San Jose		CA		95101	
Mr. A. B. Hall		3838 Maple St.		San Jose		CA		95101	
Mrs. C. D. King		3939 Cedar St.		San Jose		CA		95101	
Mr. E. F. Lee		4040 Birch St.		San Jose		CA		95101	
Mrs. G. H. Scott		4141 Spruce St.		San Jose		CA		95101	
Mr. I. J. Walker		4242 Willow St.		San Jose		CA		95101	
Mrs. K. L. Young		4343 Ash St.		San Jose		CA		95101	
Mr. M. N. Adams		4444 Hickory St.		San Jose		CA		95101	
Mrs. O. P. Baker		4545 Walnut St.		San Jose		CA		95101	
Mr. Q. R. Carter		4646 Cherry St.		San Jose		CA		95101	
Mrs. S. T. Evans		4747 Elm St.		San Jose		CA		95101	
Mr. U. V. Green		4848 Oak St.		San Jose		CA		95101	
Mrs. W. X. Hall		4949 Pine St.		San Jose		CA		95101	
Mr. Y. Z. King		5050 Maple St.		San Jose		CA		95101	
Mrs. A. B. Lee		5151 Cedar St.		San Jose		CA		95101	
Mr. C. D. Scott		5252 Birch St.		San Jose		CA		95101	
Mrs. E. F. Walker		5353 Spruce St.		San Jose		CA		95101	
Mr. G. H. Young		5454 Willow St.		San Jose		CA		95101	
Mrs. I. J. Adams		5555 Ash St.		San Jose		CA		95101	
Mr. K. L. Baker		5656 Hickory St.		San Jose		CA		95101	
Mrs. M. N. Carter		5757 Walnut St.		San Jose		CA		95101	
Mr. O. P. Evans		5858 Cherry St.		San Jose		CA		95101	
Mrs. Q. R. Green		5959 Elm St.		San Jose		CA		95101	
Mr. S. T. Hall		6060 Oak St.		San Jose		CA		95101	
Mrs. U. V. King		6161 Pine St.		San Jose		CA		95101	
Mr. W. X. Lee		6262 Maple St.		San Jose		CA		95101	
Mrs. Y. Z. Scott		6363 Cedar St.		San Jose		CA		95101	
Mr. A. B. Walker		6464 Birch St.		San Jose		CA		95101	
Mrs. C. D. Young		6565 Spruce St.		San Jose		CA		95101	
Mr. E. F. Adams		6666 Willow St.		San Jose		CA		95101	
Mrs. G. H. Baker		6767 Ash St.		San Jose		CA		95101	
Mr. I. J. Carter		6868 Hickory St.		San Jose		CA		95101	
Mrs. K. L. Evans		6969 Walnut St.		San Jose		CA		95101	
Mr. M. N. Green		7070 Cherry St.		San Jose		CA		95101	
Mrs. O. P. Hall		7171 Elm St.		San Jose		CA		95101	
Mr. Q. R. King		7272 Oak St.		San Jose		CA		95101	
Mrs. S. T. Lee		7373 Pine St.		San Jose		CA		95101	
Mr. U. V. Scott		7474 Maple St.		San Jose		CA		95101	
Mrs. W. X. Walker		7575 Cedar St.		San Jose		CA		95101	
Mr. Y. Z. Young		7676 Birch St.		San Jose		CA		95101	
Mrs. A. B. Adams		7777 Spruce St.		San Jose		CA		95101	
Mr. C. D. Baker		7878 Willow St.		San Jose		CA		95101	
Mrs. E. F. Carter		7979 Ash St.		San Jose		CA		95101	
Mr. G. H. Evans		8080 Hickory St.		San Jose		CA		95101	
Mrs. I. J. Green		8181 Walnut St.		San Jose		CA		95101	
Mr. K. L. Hall		8282 Cherry St.		San Jose		CA		95101	
Mrs. M. N. King		8383 Elm St.		San Jose		CA		95101	
Mr. O. P. Lee		8484 Oak St.		San Jose		CA		95101	
Mrs. Q. R. Scott		8585 Pine St.		San Jose		CA		95101	
Mr. S. T. Walker		8686 Maple St.		San Jose		CA		95101	
Mrs. U. V. Young		8787 Cedar St.		San Jose		CA		95101	
Mr. W. X. Adams		8888 Birch St.		San Jose		CA		95101	
Mrs. Y. Z. Baker		8989 Spruce St.		San Jose		CA		95101	
Mr. A. B. Carter		9090 Willow St.		San Jose		CA		95101	
Mrs. C. D. Evans		9191 Ash St.		San Jose		CA		95101	
Mr. E. F. Green		9292 Hickory St.		San Jose		CA		95101	
Mrs. G. H. Hall		9393 Walnut St.		San Jose		CA		95101	
Mr. I. J. King		9494 Cherry St.		San Jose		CA		95101	
Mrs. K. L. Lee		9595 Elm St.		San Jose		CA		95101	
Mr. M. N. Scott		9696 Oak St.		San Jose		CA		95101	
Mrs. O. P. Walker		9797 Pine St.		San Jose		CA		95101	
Mr. Q. R. Young		9898 Maple St.		San Jose		CA		95101	
Mrs. S. T. Adams		9999 Cedar St.		San Jose		CA		95101	

URBAN/MUNICIPAL
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1996

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

URBAN MUNICIPAL

JUN 3 1996

MEETING OF THE BOARD OF DIRECTORS

Wednesday, May 29, 1996

Breakfast at 8:30 A.M.

Meeting at 9:00 A.M.

Hamilton Convention Centre - Room 314

GOVERNMENT DOCUMENTS

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS

INFORMATION ITEMS

2. Correspondence

3. Minutes of Regular Meeting Held April 26, 1996

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 Financial Summary for the Four Month
Period Ended April 30, 1996

Attachment 4.1

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: Friday, June 28, 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
Hamilton Convention Centre, Room 314

9. Adjournment

OUTSTANDING BUSINESS

Nil

May 24, 1996
Patricia Bennett
Secretary to the Board of Directors

1195-1196

1197-1198

**THE HAMILTON ENTERTAINMENT
AND CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

**Friday, April 26, 1996
9:00 a.m.
Hamilton Convention Centre
Room 314**

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, First Vice Chair
Mr. G. Kay, Second Vice Chair
Alderman H. Merling
Alderman T. Jackson
Mrs. M. Dow
Mr. M. Ryder
Mr. F. Deys
Mr. J. Kujavsky
Mr. J. Nelson
Mr. S. Monzavi
Mr. B. Ingleby

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

GUEST: Mr. M. Michasiw, Parkin Architects Limited

REGRETS: Mayor R. Morrow
Ms. B. Campbell

1. Opening Remarks

The Chairman called the meeting to order at 9:08 a.m.

A. Operations Committee Second Report of 1996

B. Marketing and Sales Committee First Report of 1996

MOVED by Mr. Kay, seconded by Mr. Ryder that

THE OPERATIONS COMMITTEE AND THE MARKETING AND SALES COMMITTEE REPORTS BE APPROVED AND THE FOLLOWING RECOMMENDATION FROM BOTH COMMITTEES BE ENDORSED:

Food and Beverage Operation Report

THAT THE FOOD AND BEVERAGE OPERATION REPORT BE DEFERRED TO SEPTEMBER 1996.

MOTION CARRIED.

C. Audit Committee First Report of 1996

MOVED by Mrs. Dow, seconded by Mr. Monzavi that

THE AUDIT COMMITTEE FIRST REPORT OF 1996 BE APPROVED AND THE FOLLOWING RECOMMENDATION BE ENDORSED:

Draft 1995 Audited Financial Statements for H.E.C.F.I.

THAT THE DRAFT 1995 AUDITED FINANCIAL STATEMENTS FOR H.E.C.F.I. BE APPROVED; and

THAT THE MANAGEMENT LETTER DATED APRIL 12, 1996 FROM MACGILLIVRAY PARTNERS BE RECEIVED.

MOTION CARRIED.

D. Finance and Administration Committee First Report

MOVED by Mr. Ryder, seconded by Alderman Jackson that

THE FINANCE AND ADMINISTRATION COMMITTEE FIRST REPORT OF 1996 BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

Cheque Signing Authorities

THAT THE SIGNING AUTHORITIES FOR CHEQUES ISSUED BY THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. BE HEREBY AUTHORIZED AS REQUIRING SIGNATURE FROM TWO (2) OF THE FOLLOWING:

- (i) Managing Director/Chief Executive Officer
- (ii) Director of Finance and Administration
- (iii) Comptroller
- (iv) Accounting Supervisor
- (v) Senior Finance Officer

OR ONE OF THE ABOVE AND ONE OF THE FOLLOWING:

- (i) Chairman of the Board of Directors
- (ii) Director of Operations/Events Delivery
- (iii) Manager of Events Delivery
- (iv) Hospitality Programming/Sales Manager
- (v) Assistant Events Manager - Hamilton Place/Convention Centre
- (vi) Entertainment Executive
- (vii) Entertainment Assistant

Expense Approval Process for the Position of Managing Director/Chief Executive Officer

THAT H.E.C.F.I. ADOPT FOR ITS MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER THE EXPENSE APPROVAL PROCESS UTILIZED BY THE CORPORATION OF THE CITY OF HAMILTON FOR ITS CHIEF ADMINISTRATIVE OFFICER, AS FOLLOWS:

- A) FOR TRIPS, TRAVELLING, ETC. OF THE MANAGING DIRECTOR/CEO WHICH ARE DOCUMENTED ON THE "STATEMENT OF TRAVELLING EXPENSES" FORM, THE BOARD CHAIRMAN'S SIGNATURE IS REQUIRED;
- B) FOR ALL OTHER EXPENSES OF THE MANAGING DIRECTOR/CEO ONLY THE SIGNATURE OF THE MANAGING DIRECTOR/CEO IS REQUIRED.

Organizational Revisions

THAT THE POSITION OF SECRETARY, CLIENT SERVICES, BE RECLASSIFIED FROM SALARY GRADE 7 (\$23,842.00 - \$27,905.28) TO SALARY GRADE 8 (\$25,061.40 - \$29,260.92) EFFECTIVE JANUARY 1, 1996; and

THAT THE POSITION OF RECEPTIONIST IN SALARY GRADE 5 (\$21,403.72 - \$25,061.40) BE DELETED AND A NEW POSITION OF OPERATIONS CLERK IN SALARY GRADE 8 (\$25,061.40 - \$29,260.92) EFFECTIVE JANUARY 1, 1996, BE CREATED.

MOTION CARRIED.

2. Correspondence

That the correspondence circulated as Attachment 2 be received.

3. Minutes of Regular Meeting Held March 29, 1996

MOVED by Mr. Kay, seconded by Mr. Ingleby that

THE MINUTES OF THE REGULAR MEETING HELD MARCH 29, 1996
BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Three Month Period Ended March 31, 1996

The Board received the report Financial Summary for the Three Month Period Ended March 31, 1996.

5. Private and Confidential

MOVED by Alderman Jackson, seconded by Mr. Deys that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 10:15 A.M.

MOTION CARRIED.

MOVED by Alderman Charters, seconded by Mrs. Dow that

THE IN-CAMERA SESSION BE ADJOURNED AT 11:15 A.M.

MOTION CARRIED.

The following motion was voted upon directly following the adjournment of the In-Camera Session:

A.H.L. Franchise : Copps Coliseum

MOVED by Mr. Ryder, seconded by Mr. Kay that

THE MANAGING DIRECTOR/CEO, IN CONSULTATION WITH THE CITY'S LAW DEPARTMENT, BE AUTHORIZED TO ENTER INTO A LICENCE AND LEASE AGREEMENT ON BEHALF OF H.E.C.F.I. WITH THE CAPE BRETON HOCKEY INCORPORATION.

MOTION CARRIED. Alderman Jackson opposed the motion.

6. New Business

6.1 Mezzanine Seating Curtaining System : Copps Coliseum

The Director of Operations/Events Delivery, Mr. Brad Calder, introduced Mr. Mark Michasiw of Parkin Architects Limited. Mr. Calder explained that Parkin Architects Limited had been retained to assist management in the preparation of background information in respect of the possible installation of a curtaining system at Copps Coliseum. Copies of Parkin's Mezzanine Seating Curtain Study was circulated to those in attendance.

Mr. Michasiw advised that Parkin Architects Limited has requested proposals from five rigging firms and have had detailed discussions with three firms ((i) Alpha Pro-Fab; (ii) Joel Theatrical Rigging contractors; and (iii) Swingstage); however no formal documentation has been received at this time. Mr. Michasiw summarized features and estimated costs of the various options available.

Mr. Calder reported that a curtaining system provides the flexibility to reduce the seating configuration to fit expected attendance - a feature which is inherent in new facilities being built. It was suggested that management/staff travel to a site(s) where such a system has been installed.

Fell Fab, a local firm, has been contacted in the past regarding the supply of material for a curtaining system and will be contacted again to provide current specifications and a cost estimate. At this time, material costs are estimated at \$50,000. and hardware costs at \$50,000.

The Managing Director/CEO advised that the capability to upgrade a manual system to a motorized system will be specified. It was clarified that architectural specifications will also be reviewed to ensure that the roof can safely maintain the additional weight of a curtaining system. Consulting fees are incorporated into the \$200,000. maximum cost being requested by management in its April 25th report. It was

MOVED by Mr. Ryder, seconded by Mr. Kay that

A MANUAL, MEZZANINE CURTAINING SYSTEM, WHICH IS DESIGNED TO ALLOW FOR UPGRADING TO A MOTORIZED SYSTEM, BE INSTALLED IN 1996 AT COPPS COLISEUM AT A COST NOT TO EXCEED \$200,000.; and

THAT THIS EXPENDITURE BE FINANCED FROM H.E.C.F.I.'S RESERVE FUND FOR CAPITAL PROJECTS, ACCOUNT CH 00206; and

THAT THE CITY OF HAMILTON'S FINANCE AND ADMINISTRATION COMMITTEE BE REQUESTED TO APPROVE THIS REVISION TO THE CAPITAL BUDGET PROGRAMME.

MOTION CARRIED. Alderman Merling opposed the motion.

7. Other Business

Nil

8. Date of Next Meeting

Friday, May 31, 1996

9:00 a.m.

Hamilton Convention Centre, Room 314

9. Adjournment

The meeting adjourned at 11:16 a.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

4.1

Financial Summary
For The Four Month Period Ended April 30, 1996

Actual Results
For The Four
Month Period
Ended
April 30, 1995

(3)
Favourable
<Unfavourable>
Budget Variance

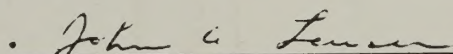
	(1)	(2)	
	<u>Budget</u>	<u>Actual</u>	
\$2,513,099. Revenue	\$2,578,561.	\$2,588,627.	\$ 10,066.
<u>2,897,263.</u> Expenditures	<u>3,159,909.</u>	<u>3,259,234.</u>	<u><99,325.></u>
Excess of Expenditures			
<u>\$ 384,164.</u> Over Revenue From Operations	<u>\$ 581,348.</u>	<u>\$ 670,607.</u>	<u>\$<89,259.></u>

Comments:

HECFI's municipal contribution was over-expended by \$89,259 (see row 3, column 3 above) for the four month period ended April 30, 1996. This represents an increase of \$33,439 in the over-expended amount reported to you last month for the three month period ended March 31, 1996.

The unfavourable result for the month arose primarily due to a concert and a sporting event not occurring in April for Copps Coliseum as had been budgeted. In addition, rentals at the Hamilton Convention Centre were below budget and slight losses on promotions/co-promotions were incurred.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 May 15

Copps
Coliseum

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

	(1)	(2)	(3)	(4)	(5)	(6)
	Annual 1996 Budget	Budgeted Operating Results For The Four Month Period Ended April 1996	Actual Operating Results For The Four Month Period Ended April 1996	Amount	Favourable/ (Unfavourable) Budget Variance	Actual Operating Results For The Four Month Period Ended April 1995
REVENUE						
RENTAL, LICENCE FEES AND SHOW REVENUE	\$1,708,230	\$719,090	\$606,855	(\$112,235)	-15.6%	\$796,508
OTHER RENTALS	453,430	159,658	146,183	(13,475)	-8.4%	175,543
FOOD, BEVERAGE AND CONCESSIONS	1,955,520	655,949	723,417	67,468	10.3%	579,020
RECOVERIES	1,933,690	815,065	888,118	73,053	9.0%	708,459
BOX OFFICE	334,710	125,478	145,335	19,857	15.8%	144,188
OTHER	296,760	103,321	78,719	(24,602)	-23.8%	109,381
TOTAL REVENUE	\$6,682,340	\$2,578,561	\$2,588,627	\$10,066	0.4%	\$2,513,099
EXPENSES						
OPERATIONS - ADMINISTRATION	\$282,710	\$93,021	\$93,582	(\$561)	-0.6%	\$100,613
FOOD AND BEVERAGE	1,734,430	560,397	621,990	(61,593)	-11.0%	572,822
EVENTS DELIVERY	2,516,200	1,003,861	1,051,762	(47,901)	-4.8%	904,041
BUILDING OPERATIONS	1,462,730	479,983	475,612	4,371	0.9%	480,341
MARKETING AND PROMOTION	1,436,870	484,983	486,391	(1,408)	-0.3%	380,159
ADMINISTRATION - CEO/BOARD	412,920	138,389	127,993	10,396	7.5%	120,207
PROFESSIONAL FEES	32,960	10,988	8,357	2,631	23.9%	8,161
FINANCE AND ADMINISTRATION	664,140	220,046	213,888	6,158	2.8%	171,056
BOX OFFICE	364,980	121,809	133,230	(11,421)	-9.4%	116,139
INSURANCE	139,290	46,432	46,429	3	0.0%	43,724
TOTAL EXPENSES	\$9,047,230	\$3,159,909	\$3,259,234	(\$99,325)	-3.1%	\$2,897,263
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS	\$2,364,890	\$581,348	\$670,607	(\$89,259)	-15.4%	\$384,164
CONTRIBUTION FROM THE CITY	\$2,364,890	\$581,348	\$581,348	\$0	0.0%	\$499,765
UNDER EXPENDED MUNICIPAL CONTRIBUTION	\$0	\$0	(\$89,259)	(\$89,259)	0.0%	\$115,601

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

BOARD OF DIRECTORS

**PRIVATE AND CONFIDENTIAL AGENDA
May 29, 1996**

1. Critical Update on Contract Negotiations
with Five Unions

Patricia Bennett
Legislative Assistant
May 24, 1996

URBAN/MUNICIPAL
CA4 ON HB2 V89
A35
1996

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

URBAN MUNICIPAL

Friday, June 28, 1996

Breakfast at 8:30 A.M.

Meeting at 9:00 A.M.

JUL 8 1996

Hamilton Convention Centre - Room 314

ORDER OF BUSINESS

GOVERNMENT DOCUMENTS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS

A. Operations Committee Third Report of 1996

Attachment A

B. Finance and Administration Committee's Second Report of 1996

Attachment B

INFORMATION ITEMS

2. Correspondence

Attachment 2

3. Minutes of Regular Meeting Held May 29, 1996

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 Financial Summary for the Five Month
Period Ended May 31, 1996

Attachment 4.1

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: Friday, July 26 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
Hamilton Convention Centre, Room 314

9. Adjournment

OUTSTANDING BUSINESS

Nil

June 24, 1996
Patricia Bennett
Secretary to the Board of Directors

A

OPERATIONS COMMITTEE THIRD REPORT OF 1996

The Operations Committee presents its **THIRD** Report of 1996 from its meeting held June 19, 1996 and respectfully recommends approval of the following recommendation:

1. HCC: Repairs to Parapet Wall, Cedar Soffit and Handrails, Exterior Walkway Membranes and Flashing; Acceptance of Quotation

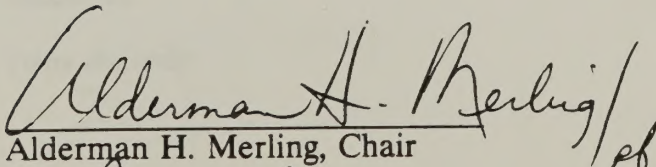
THE QUOTATION SUBMITTED BY CIRCA CORP., HAMILTON, IN THE TOTAL AMOUNT OF \$80,854.55 INCLUDING TAXES AND CONTINGENCY ALLOWANCE FOR THE RENOVATION REPAIRS AT THE HAMILTON CONVENTION CENTRE IN ACCORDANCE WITH SPECIFICATIONS ISSUED BY THE PURCHASING DIVISION AND VENDOR'S QUOTATION DATED 1996 MAY 16, BE ACCEPTED; and

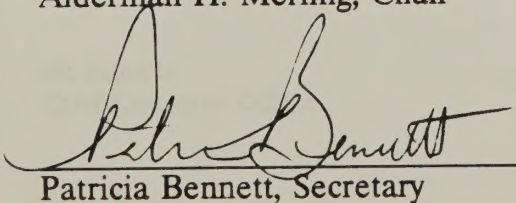
THAT THE COST OF THIS PROJECT BE FINANCED FROM THE FOLLOWING CAPITAL WORK-IN-PROGRESS ACCOUNTS:

- A) **CONVENTION CENTRE Repair Exterior Walkway - CF 5200 929541017 - \$70,000.00; and**
- B) **REPLACEMENT/RENOVATIONS Facilities/Equipment - CF 5200 929541016 - \$10,854.55; and**

THAT AT THE JUNE 28, 1996 MEETING OF THE FULL BOARD OF DIRECTORS STAFF PRESENT A REPORT DETAILING THE FEASIBILITY/PRACTICALITY OF REQUESTING A PERFORMANCE BOND IN RELATION TO THE FOREGOING.

Respectfully submitted,


Alderman H. Merling, Chair


Patricia Bennett, Secretary

B

FINANCE AND ADMINISTRATION COMMITTEE SECOND REPORT OF 1996

The Finance and Administration Committee presents its **SECOND** Report of 1996 from its meeting held June 20, 1996 and respectfully requests approval of the following recommendation:

1. Board Policies

THAT THE FOLLOWING BOARD POLICIES BE RESCINDED:

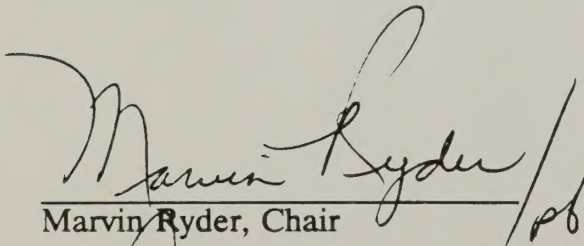
1. **RENTAL POLICIES : BACH ELGAR CHOIR**

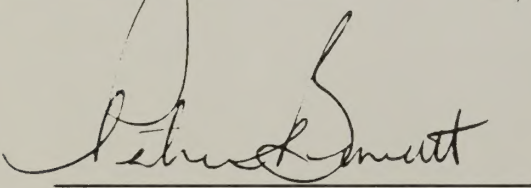
That all future use of H.E.C.F.I. facilities by the Bach Elgar Choir be in accordance with H.E.C.F.I.'s rental policies which stipulate payment of rent and event charges forty-eight (48) hours in advance of the event.

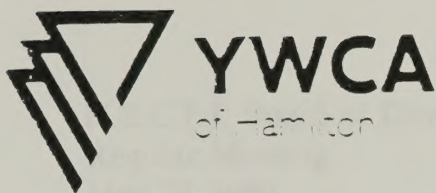
2. **ACCOUNTS RECEIVABLE : OVER 90 DAYS**

That a registered letter, under the signature of the Chairman of the H.E.C.F.I. Board, be sent to organizations with outstanding accounts over 90 days expressing concern and that certain services be discontinued.

Respectfully submitted,


Marvin Ryder, Chair


Patricia Bennett, Secretary



Towards a
Second Century
of Service

2

Head Office
75 MacNab South
Hamilton, Ontario
L8P 3C1
(905) 525-9922
Fax (905) 522-1870

MacNab Branch
75 MacNab South
Hamilton, Ontario
L8P 3C1
(905) 522-9922
Fax (905) 522-1870

Ottawa Branch
52 Ottawa North
Hamilton, Ontario
L8H 3Y7
(905) 545-9922
Fax (905) 545-7470

June 10, 1996

Mr Gabe Macaluso
Managing Director and Chief Executive Officer
Hamilton Entertainment and Convention Facilities
10 MacNab Street South
Hamilton, Ontario
L8P 4Y3

Dear Mr Macaluso:

I wish to extend my thanks to you for agreeing to allow the play SHATTERED DREAMS to be performed at the Studio Theatre last Saturday evening June 8, 1996. The play has been developed by Garde 12 drama students from Ancaster High School as their contribution to deal with the issue of Wife Assault. The students researched and developed the script and have performed in twelve middle and high schools in the Hamilton Wentworth Region.

Having the professional setting of the Studio Theatre available for this performance was a tremendous boost to the students and the staff of Ancaster High school. We were very pleased to be able to attract approximately 150 individuals to view the performance.

Your staff were very accommodating and professional and I just wanted to thank you for the opportunity that Hamilton Entertainment and Convention Facilities afforded the Wife Assault Prevention Month committee.

Yours sincerely

A handwritten signature in cursive script, appearing to read "J Rumble".

Jill Rumble
Chief Executive Officer



3

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

**Wednesday, May 29, 1996
9:00 a.m.
Hamilton Convention Centre
Room 314**

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, First Vice Chair
Alderman H. Merling
Alderman T. Jackson
Mrs. M. Dow
Ms. B. Campbell
Mr. M. Ryder
Mr. J. Kujavsky
Mr. F. Deys
Mr. S. Monzavi
Mr. J. Nelson
Mr. W. Ingleby

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto
Ms. J. Mills

GUEST: Mr. R. Menagh, Human Resources

REGRETS: Mayor R. Morrow
Mr. G. Kay

1. Opening Remarks

Alderman Anderson called the meeting to order at 9:00 a.m.

2. Correspondence

Nil

3. Minutes of Regular Meeting Held April 26, 1996

4. Business Arising From the Minutes

4.1 Financial summary for the Four Month Period Ended April 30, 1996

MOVED by Mr. Ryder, seconded by Mr. Ingleby that

THE MINUTES OF THE MEETING HELD APRIL 26, 1996 BE APPROVED; and

THAT THE FINANCIAL SUMMARY FOR THE FOUR MONTH PERIOD ENDED APRIL 30, 1996 BE RECEIVED.

MOTION CARRIED.

5. Private and Confidential

MOVED by Ms. Campbell, seconded by Mr. Kujavsky that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:02 A.M.

MOTION CARRIED.

MOVED by Alderman Jackson, seconded by Mr. Deys that

THE IN-CAMERA SESSION BE ADJOURNED AT 10:45 A.M.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

Friday, June 28, 1996

Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.

Hamilton Convention Centre, Room 314

9. Adjournment

The meeting adjourned at 10:46 a.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Financial Summary
For The Five Month Period Ended May 31, 1996

Actual Results
For The Five
Month Period
Ended
May 31, 1995

	(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favourable <Unfavourable> <u>Budget Variance</u>
\$3,173,436. Revenue	\$3,099,461.	\$3,034,779.	\$<64,682.>
<u>3,690,053.</u> Expenditures	<u>3,894,486.</u>	<u>3,972,205.</u>	<u><77,719.></u>
Excess of Expenditures			
<u>\$ 516,617.</u> Over Revenue From Operations	<u>\$ 795,025.</u>	<u>\$ 937,426.</u>	<u>\$<142,401.></u>

Comments:

HECFI's municipal contribution was over-expended by \$142,401 (see row 3, column 3 above) for the five month period ended May 31, 1996. This represents an increase of \$53,142 in the over-expended amount reported to you last month for the four month period ended April 30, 1996.

The unfavourable result for the month arose primarily due to rentals and licensee fee revenue being \$51,186 below budget.

The year to date \$142,401 over-expended municipal contribution arose primarily due to the following:

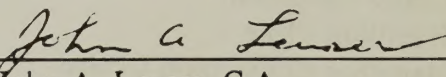
- (i) below budget rental and licence fee revenue of:
 - Copps Coliseum \$105,384.
 - Hamilton Place 27,095.
 - Hamilton Convention Centre 30,942. \$163,421.
- (ii) below budget commission revenue from suppliers:
 - Copps Coliseum 9,505.
 - Hamilton Convention Centre 3,106. 12,611.

Copps
Coliseum

(iii)	below budget revenue (net of commission expense) from display advertising at Copps Coliseum		10,366.
(iv)	below budget revenue from private boxes		5,400.
(v)	below budget commission revenue from souvenirs:		
	- Copps Coliseum	3,825.	
	- Hamilton Place	<u><443.></u>	3,382.
(vi)	excess variable costs incurred to service food, beverage and rental revenue at the Hamilton Convention Centre		45,759.
(vii)	net cost (not recovered from events) variance of providing full-time wage guarantee for the 5 stagehands:		
	Actual net cost	51,163.	
	Budget net cost	<u>47,821.</u>	3,342.

In response to this situation, management has implemented selected spending freezes.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 June 14

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

BOARD OF DIRECTORS

PRIVATE AND CONFIDENTIAL AGENDA
June 28, 1996

1. Update on Contract Negotiations
with Five Unions
2. Update on *Forevergreen* Legal Proceedings
: Peter Barkwell, City's Law Department

Patricia Bennett
Legislative Assistant
June 24, 1996

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY
530 SOUTH EAST ASIAN AVENUE
CHICAGO, ILLINOIS 60607

RECEIVED
JUNE 18 1959
FROM THE
DEPARTMENT OF CHEMISTRY
UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS 60607

TO THE
DEPARTMENT OF CHEMISTRY
UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS 60607

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FROM THE
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HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

URBAN MUNICIPAL

AUG 20 1996

MEETING OF THE BOARD OF DIRECTORS

Wednesday, August 21 1996

Directly Following Operations Committee Meeting

Hamilton Convention Centre - Room 314

GOVERNMENT DOCUMENTS

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS

A. *Football Hall of Fame Induction Dinner*
September 28, 1996, HCC

Attachment A

INFORMATION ITEMS

2. Correspondence

Nil

3. Minutes of Regular Meeting Held June 28, 1996
Minutes of Special Meeting Held July 4, 1996

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 Financial Summary for the Six Month
Period Ended June 30, 1996

Attachment 4.1

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: Friday, September 27, 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
Hamilton Convention Centre, Room 314

9. Adjournment

OUTSTANDING BUSINESS

Nil

A

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso
Managing Director/CEO

DATE: August 14, 1996

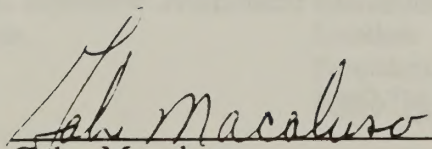
SUBJECT: CANADIAN FOOTBALL HALL OF FAME
Induction Dinner : September 28, 1996
Held at the Hamilton Convention Centre

RECOMMENDATION:

THAT H.E.C.F.I. PURCHASE UP TO TEN (10) TICKETS TO THE CANADIAN FOOTBALL HALL OF FAME INDUCTION CEREMONIES DINNER HELD AT THE HAMILTON CONVENTION CENTRE SATURDAY, SEPTEMBER 28, 1996 AT A COST NOT TO EXCEED \$750.

BACKGROUND:

- The H.E.C.F.I. Board has supported this event since 1988. In 1995 the Board carried a resolution to purchase up to ten tickets to the event.
- Funds have been allocated within the 1996 Corporate Operating Budget for the Board's attendance at this function.


Gabe Macaluso
Managing Director/CEO

CANADIAN FOOTBALL HALL OF FAME & MUSEUM

58 JACKSON STREET WEST, HAMILTON

ONTARIO L8P 1L4 PHONE (905) 528-7566
FAX (905) 528-9781



June 21, 1996

Gabe Macaluso
H.E.C.F.I.
101 York Boulevard
Hamilton, Ontario
L8R 3K1

Dear Mr. Macaluso:

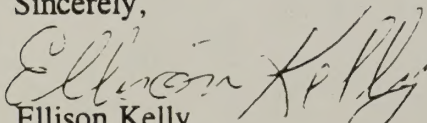
As members of the Canadian Football Hall of Fame, we are writing to you to ask for your support of the 1996 Induction Weekend events including the Celebrity Golf Tournament being held Friday, September 27th at King's Forest Golf Course and the formal Induction Dinner being held Saturday, September 28th, 1996 at the Hamilton Convention Centre. There will be five great names from Canada's football history honoured and inducted as part of the weekend. They are:

Al Benecick, Jerry Campbell, Bill Clarke, Frank Gibson and Danny Kepley

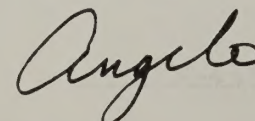
The enclosed package provides a golf registration form, dinner registration form and schedule of events for the weekend. Charitable tax receipts will be provided for both events. This is a great weekend for you and your spouse, friends and business associates to attend. **Special discounts have been set up for golf foursomes and if you purchase a table at the dinner you and your seven guests can sit with a football celebrity.**

The Induction Committee has been organizing the Induction Weekend since 1973 and this year we are assisting in supporting this very worthwhile event. We need your support as well. Please complete the enclosed registration forms and return them to the Canadian Football Hall of Fame with your payment by September 1st, 1996. The Canadian Football Hall of Fame Induction Weekend has been referred to as the best one in Canadian football, second only to the Grey Cup. Join us and enjoy a great weekend of football.

Sincerely,


Ellison Kelly
Honoured Member 1992

Sincerely,


Angelo Mosca
Honoured Member 1987



CANADIAN FOOTBALL HALL OF FAME

1996 INDUCTION WEEKEND

SCHEDULE OF EVENTS

Friday, September 27th, 1996

"Legends on the Links" - Celebrity Golf Tournament

Location: King's Forest Golf Course

100 Greenhill, Hamilton, Ontario

9:30 a.m..

Breakfast

11:30 a.m.

Shotgun Start (Scramble Format)

Post Golf

Dinner/Prizes

Package 1 \$150.00/golfer (\$75.00 tax receipt)

Package 2 \$225.00/golfer (\$75.00 tax receipt) - includes 2 tickets to the Induction Dinner

Package 3 \$575/foursome (\$275.00 tax receipt)

Package 4 \$875.00/foursome (\$275.00 tax receipt) - includes 2 tickets/golfer to the Induction Dinner

Golf with Hall of Fame Celebrities and the 1996 Inductees

Saturday, September 28th, 1996

10:00 a.m. - 1:00 p.m.

Open House at the Canadian Football Hall of Fame & Museum - coffee/donuts

11:00 a.m. - 1:00 p.m.

Autograph Session with Inductees

Location: Canadian Football Hall of Fame & Museum
58 Jackson Street West
Hamilton, Ontario
L8P 1L4

6:30 p.m. - 11:00 p.m.

Induction Ceremonies Dinner

Location: Hamilton Convention Centre
1 Summers Lane
Hamilton, Ontario
L8P 4Y2

Cost: \$75.00/ticket or \$750.00/table of ten (\$35.00 tax receipt/ticket)

Sunday, September 29th, 1996

1:00 p.m.

Hall of Fame Game: Hamilton Tiger-Cats vs. Montreal Alouettes

Location: Ivor Wynne Stadium

For tickets contact the Tiger-Cat Ticket Office at (905) 527-1508 or 1-800-714-ROAR (7627)

For further information contact: Canadian Football Hall of Fame - Janice Smith (905) 528-7566

HONOURING
AL BENECKICK, JERRY CAMPBELL, BILL CLARKE,
FRANK GIBSON, AND DANNY KEPLEY

RETAIN THIS PORTION

JOIN CANADIAN FOOTBALL HALL OF FAME CELEBRITIES

FOR THE • • • "LEGENDS ON THE LINKS" • • • GOLF TOURNAMENT

FRIDAY, SEPTEMBER 27, 1996

1996 INDUCTEES

AL BENECICK, JERRY CAMPBELL, BILL CLARKE, FRANK GIBSON, AND DANNY KEPLEY

HALL OF FAMERS (to date)

PETER DALLA RIVA, SAM ETCHEVERRY, TERRY EVANSHEN, TONY GABRIEL, RUSS JACKSON,
ELLISON KELLY, ANGELO MOSCA, WHIT TUCKER

HONOURARY CHAIRMAN: DON WITTMAN

PACKAGE 1

\$150.00/GOLFER INCLUDES:

- golfing with a Hall of Fame celebrity
- breakfast, lunch on the course & dinner
- beverage tickets
- team photos with the Grey Cup trophy
- prize package
- \$75.00 tax receipt/golfer

PACKAGE 2

\$225.00/GOLFER INCLUDES:

- all items noted in Package 1
- 2 tickets to the 1996 Induction dinner to be held at the Hamilton Convention Centre Saturday, September 28th, 1996

PACKAGE 3

\$575.00/FOURSOME INCLUDES:*

- golfing with a Hall of Fame celebrity
- breakfast, lunch on the course & dinner
- beverage tickets
- team photos with the Grey Cup trophy
- prize package
- \$275.00 tax receipt/foursome

PACKAGE 4

\$875.00/FOURSOME INCLUDES:*

- all items noted in Package 3
- 2 tickets/golfer to the 1996 Induction dinner to be held at the Hamilton Convention Centre Saturday, September 28th, 1996

PACKAGE 5

- \$250.00 - Hole Sponsorship

*Please note the fifth player will be the celebrity

GOLF LOCATION:

King's Forest Golf & Country Club
100 Greenhill Road
Hamilton, Ontario

GOLF SCHEDULE:

9:30 A.M. - Registration and Breakfast
11:30 A.M. - Shotgun Start, Scramble Format
Followed by prize presentations and dinner

GOLF PROCEEDS:

All proceeds will go towards the Canadian Football Hall of Fame and Museum "Great Legends Campaign" in support of the exhibit redevelopment project

REGISTRATION FORM

"LEGENDS ON THE LINKS" CELEBRITY GOLF TOURNAMENT - FRIDAY, SEPTEMBER 27, 1996

Package Selected: _____
Name: _____
Address: _____
Phone: _____
Registrants handicap: Age/60+ _____
I have a foursome-The other 3 people are, please list names, handicap & age:
(1) _____ (2) _____ (3) _____
Handicap: Age/60+ _____ Handicap: Age/60+ _____ Handicap: Age/60+ _____
I would like to provide a prize. Please phone me at: _____
TOTAL FEE ENCLOSED: _____
King's Forest Member: Yes ☐ No ☐
Income Tax Receipt Required: Yes ☐ No ☐

PLEASE COMPLETE AND RETURN THIS PORTION OF THE REGISTRATION FORM WITH PAYMENT
BY SEPTEMBER 16, 1996

SEND FORMS TO:

Golf Chairmen
Ellison Kelly or
Peter Dalla Riva
Canadian Football
Hall of Fame
58 Jackson Street West
Hamilton, Ontario
L8P 1L4
Inquiries: (905) 528-1155

PLEASE MAKE CHEQUES PAYABLE TO THE CANADIAN FOOTBALL HALL OF FAME
SPECIAL NOTE: Showers and lockers are available. Bring your own locks and towels.

RETURN THIS PORTION

TAKE MAIN ST. EAST EXIT

HAMILTON HARBOUR

LAKE ONTARIO

CITY OF HAMILTON

KING'S FOREST GOLF COURSE

403

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QUEEN ST

401

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LAKE
ONTARIO

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**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

SPECIAL MEETING OF THE BOARD OF DIRECTORS

**Thursday, July 4, 1996
12:00 Noon
Copp's Coliseum, Hamilton Room**

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, First Vice Chair
Alderman H. Merling
Alderman T. Jackson
Mr. J. Kujavsky
Mrs. M. Dow
Ms. B. Campbell
Mr. S. Monzavi
Mr. J. Nelson
Mr. W. Ingleby

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto
Mr. J. van den Heuval

REGRETS: Mayor R. Morrow
Mr. G. Kay
Mr. M. Ryder
Mr. F. Deys

A Special Meeting of the Board of Directors was scheduled in order that the four proponents of the Curtaining System at Copps Coliseum may make presentations in respect of their individual bids for the project. The Chair called the meeting to order at 12:25 p.m.

The first presenter was Fell Fab Products, followed by William F. White Limited, Ontario Staging Limited and SwingStage.

Following a lengthy discussion it was agreed that management would examine the recommendations more thoroughly, make a selection and that the Secretary of the Board will poll Directors to ascertain: (i) whether selection done via means of a telephone poll is acceptable; and (ii) if selection via a telephone vote is acceptable, whether management's recommended vendor is approved.

Adjournment

The meeting adjourned at 3:05 p.m.

During July 8th and 9th the Secretary faxed (where possible) management's recommendation to Members of the Board of Directors and conducted a subsequent telephone poll respecting the Board's individual Member response. The results of the poll concluded that the following recommendation presented by management in its July 8th report, be approved:

THAT THE PROPOSAL SUBMITTED BY ONTARIO STAGING LIMITED, SCARBOROUGH IN THE TOTAL AMOUNT OF \$198,405.50 INCLUDING TAXES AND CONTINGENCY ALLOWANCE, TO DESIGN, SUPPLY AND INSTALL A CURTAINING SYSTEM AT COPPS COLISEUM IN ACCORDANCE WITH THE REQUEST FOR PROPOSALS ISSUED BY THE PURCHASING DIVISION AND VENDOR'S PROPOSAL DATED 1996 JUNE 25, BE ACCEPTED; and

THAT THE COST OF THIS PROJECT BE FINANCED FROM THE CAPITAL WORK-IN-PROGRESS ACCOUNT NO. CF 929641031.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, June 28, 1996

9:00 a.m.

Hamilton Convention Centre, Room 314

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, Vice Chair
Mr. G. Kay, Second Vice Chair
Alderman H. Merling
Alderman T. Jackson
Mr. M. Ryder
Mr. J. Kujavsky
Mrs. M. Dow
Mr. F. Deys
Mr. S. Monzavi
Mr. W. Ingleby
Ms. B. Campbell

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

GUEST: Mr. P. Barkwell, Law Department

REGRETS: Mayor R. Morrow
Mr. J. Nelson

1. Opening Remarks

The Chair welcomed everyone and called the meeting to order at 9:05 a.m. Condolences were extended to Mr. Fred Deys upon the recent passing of his father and to the family of the late Mary Howarth, a 20+ year employee at Hamilton Place. Well wishes were extended to Mary Dow whose husband has undergone surgery this morning.

A. Operations Committee Third Report of 1996

MOVED by Mr. Kay, seconded by Mr. Deys that

THE OPERATIONS COMMITTEE THIRD REPORT OF 1996 BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

HCC: Repairs to Parapet Wall, Cedar Soffit and Handrails, Exterior Walkway Membranes and Flashing: Acceptance of Quotation

THE QUOTATION SUBMITTED BY CIRCA CORP., HAMILTON, IN THE TOTAL AMOUNT OF \$80,854.55 INCLUDING TAXES AND CONTINGENCY ALLOWANCE FOR THE RENOVATION REPAIRS AT THE HAMILTON CONVENTION CENTRE IN ACCORDANCE WITH SPECIFICATIONS ISSUED BY THE PURCHASING DIVISION AND VENDOR'S QUOTATION DATED 1996 MAY 16, BE ACCEPTED; and

THAT THE COST OF THIS PROJECT BE FINANCED FROM THE FOLLOWING CAPITAL WORK-IN-PROGRESS ACCOUNTS:

- A) **CONVENTION CENTRE Repair Exterior Walkway - CF 5200 929541017 - \$70,000.00; and**

- B) **REPLACEMENT/RENOVATIONS Facilities/Equipment -
CF 5200 929541016 - \$10,854.55; and**

**THAT AT THE JUNE 28, 1996 MEETING OF THE FULL BOARD
OF DIRECTORS STAFF PRESENT A REPORT DETAILING THE
FEASIBILITY\ PRACTICALITY OF REQUESTING A
PERFORMANCE BOND IN RELATION TO THE FOREGOING.**

MOTION CARRIED.

- B. Finance and Administration Committee Second Report of 1996

MOVED by Mr. Ryder, seconded by Mr. Monzavi that

**THE FINANCE AND ADMINISTRATION COMMITTEE SECOND REPORT
OF 1996 BE APPROVED AND THE FOLLOWING RECOMMENDATION
ENDORSED:**

THAT THE FOLLOWING BOARD POLICIES BE RESCINDED:

1. **RENTAL POLICIES : BACH ELGAR CHOIR**

**That all future use of H.E.C.F.I. facilities by the Bach Elgar
Choir be in accordance with H.E.C.F.I.'s rental policies which
stipulate payment of rent and event charges forty-eight (48)
hours in advance of the event.**

2. ACCOUNTS RECEIVABLE : OVER 90 DAYS

That a registered letter, under the signature of the Chairman of the H.E.C.F.I. Board, be sent to organizations with outstanding accounts over 90 days expressing concern and that certain services be discontinued.

MOTION CARRIED.

2. Correspondence

MOVED by Mrs. Dow, seconded by Mr. Ingleby that

CORRESPONDENCE DATED JUNE 10, 1996 FROM THE YWCA REGARDING THE PERFORMANCE OF *SHATTERED DREAMS* IN THE STUDIO THEATRE JUNE 8TH BE RECEIVED.

MOTION CARRIED.

3. Minutes of Regular Meeting Held May 29, 1996

MOVED by Mr. Kujavsky, seconded by Mr. Ryder that

THE MINUTES OF THE MAY 29, 1996 MEETING BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Five Month Period Ended May 31, 1996

The Board received as information the report, Financial Summary for the Five Month Period Ended May 31, 1996.

5. Private and Confidential

MOVED by Alderman Charters, seconded by Alderman Jackson that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:08 A.M.

MOTION CARRIED.

MOVED by Mr. Ryder, seconded by Mr. Monzavi that

THE IN-CAMERA SESSION BE ADJOURNED AT 9:50 A.M.

MOTION CARRIED.

6. New Business

6.1 Proposed Curtaining System for Copps Coliseum

It was agreed that a Special Meeting of the Board of Directors would be scheduled for the week beginning July 2nd in order to receive presentations by three of the proponents for the supply of the curtaining system at Copps Coliseum.

7. Other Business

Nil

8. Date of Next Meeting

AT THE CALL OF THE CHAIR

9. Adjournment

The meeting adjourned at 9:52 a.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

4.1

Financial Summary
For The Six Month Period Ended June 30, 1996

Actual Results
For The Six
Month Period
Ended
June 30, 1995

	(1)	(2)	(3)
	<u>Budget</u>	<u>Actual</u>	<u>Favourable</u> <u><Unfavourable></u> <u>Budget Variance</u>
\$3,615,140. Revenue	\$3,844,453.	\$3,713,580.	\$<130,873.>
<u>4,365,642.</u> Expenses	<u>4,755,089.</u>	<u>4,783,735.</u>	<u><28,646.></u>
Excess of Expenses			
<u>\$ 750,502.</u> Over Revenue From Operations	<u>\$ 910,636.</u>	<u>\$1,070,155.</u>	<u>\$<159,519.></u>

Comments:

HECFI's municipal contribution was over-expended by \$159,519 (see row 3, column 3 above) for the six month period ended June 30, 1996. This represents an increase of \$17,118 in the over-expended amount reported to you last month for the five month period ended May 31, 1996.

The unfavourable result for the month arose primarily due to rentals and licensee fee revenue being \$35,528 below budget.

The year to date \$159,519 over-expended municipal contribution arose primarily due to the following:

(i) below budget rental and licence fee revenue of:

- Copps Coliseum	\$104,633.	
- Hamilton Place	51,256.	
- Hamilton Convention Centre	<u>43,060.</u>	\$198,949.

(ii) below budget commission revenue from suppliers:

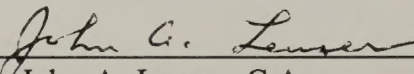
- Copps Coliseum	14,805.	
- Hamilton Convention Centre,	<u>5,749.</u>	20,554.

Copps
Coliseum

(iii)	below budget revenue (net of commission expense) from display advertising at Copps Coliseum		13,780.
(iv)	below budget revenue from private boxes		5,400.
(v)	below budget commission revenue from souvenirs:		
	- Copps Coliseum	3,825.	
	- Hamilton Place	307.	
	- Hamilton Convention Centre	<u><190.></u>	3,942.
(vi)	excess variable costs incurred to service food, beverage and rental revenue at the Hamilton Convention Centre		36,268.
(vii)	general cleaning costs in excess of amount budgeted		28,529.
(viii)	provision for possible bad debts in excess of amount budgeted		11,000.
(ix)	net cost (not recovered from events) variance of providing full-time wage guarantee for the 5 stagehands:		
	Actual net cost	57,164.	
	Budget net cost	<u>41,188.</u>	15,976.

In response to this situation, management has implemented selected spending freezes.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 July 12

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

	Actual Operating Results For The Six Month Period Ended June 1995	Budgeted Operating Results For The Six Month Period Ended June 1996	Actual Operating Results For The Six Month Period Ended June 1996	Favourable/ (Unfavourable) Budget Variance	%
	(6)	(3)	(2)	(4)	(5)
Annual 1996 Budget	(1)	(1)	(1)		
REVENUE					
RENTAL, LICENCE FEES AND SHOW REVENUE	\$1,089,779	\$1,052,555	\$1,708,230	\$853,606	-18.9%
OTHER RENTALS	242,562	230,437	453,430	210,144	-8.8%
FOOD, BEVERAGE AND CONCESSIONS	961,535	1,019,420	1,955,520	1,047,627	2.8%
RECOVERIES	981,843	1,211,546	1,933,690	1,279,180	5.6%
BOX OFFICE	186,209	182,082	334,710	200,491	10.1%
OTHER	153,212	148,413	296,760	122,532	-17.4%
TOTAL REVENUE	\$3,615,140	\$3,844,453	\$6,682,340	(\$130,873)	-3.4%
EXPENSES BY DEPARTMENT / SECTION					
OPERATIONS - ADMINISTRATION	\$161,268	\$139,189	\$282,710	\$139,904	-0.5%
FOOD AND BEVERAGE	905,234	878,194	1,734,430	927,928	-5.7%
EVENTS DELIVERY	1,300,639	1,485,097	2,516,200	1,538,395	-3.6%
BUILDING OPERATIONS	723,622	726,442	1,462,730	678,313	6.6%
MARKETING AND PROMOTION	563,988	724,360	1,436,870	714,091	1.4%
ADMINISTRATION - CEO/BOARD	182,384	205,098	412,920	200,590	2.2%
PROFESSIONAL FEES	12,363	16,482	32,960	10,975	33.4%
FINANCE AND ADMINISTRATION	279,332	330,665	664,140	316,732	4.2%
BOX OFFICE	171,226	179,914	364,980	187,159	-4.0%
INSURANCE	65,586	69,648	139,290	69,648	0.0%
TOTAL EXPENSES	\$4,365,642	\$4,755,089	\$9,047,230	(\$28,646)	-0.6%
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS CONTRIBUTION FROM THE CITY	\$750,502 \$943,297	\$1,070,155 \$910,636	\$2,364,890 \$2,364,890	(\$159,519) \$0	-17.5% 0.0%
UNDER EXPENDED MUNICIPAL CONTRIBUTION	\$192,795	\$0	\$0	(\$159,519)	0.0%

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

Friday, October 25, 1996

Breakfast at 8:30 a.m.

Meeting at 9:00 a.m.

Copps Coliseum : Hamilton Room

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS

- A. *Operations Committee and Finance & Administration
Committee Joint Report*

Circulated at Meeting

- B. *Community Dinner: Hamilton Gallery of Distinction
November 13, 1996*

Attachment B

INFORMATION ITEMS

2. Correspondence

Attachment 2

3. Minutes of Regular Meeting Held September 27, 1996

Attachment 3

- 3.1 Errors or Omissions
- 3.2 Motion for Approval

4. Business Arising From the Minutes

- 4.1 Financial Summary for the Nine Month
Period Ended September 30, 1996

Attachment 4.1

5. Private and Confidential

- 5.1 Contractual Matters

6. New Business

7. Other Business

8. **Date of Next Meeting:** Friday, November 29, 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
location to be determined

9. Adjournment

OUTSTANDING BUSINESS

Nil

B

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso
Managing Director/CEO

DATE: October 21, 1996

SUBJECT: HAMILTON GALLERY OF DISTINCTION 1996
November 13, 1996 : HCC

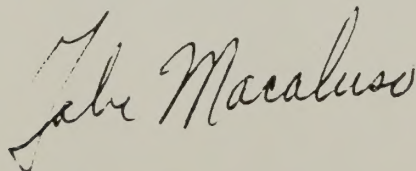
RECOMMENDATION:

THAT THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE UP TO TEN TICKETS TO THE HAMILTON GALLERY OF DISTINCTION NOVEMBER 13, 1996 AT THE HAMILTON CONVENTION CENTRE AT A COST NOT TO EXCEED \$600.

BACKGROUND:

- H.E.C.F.I. traditionally purchases up to ten tickets to this event which is held at the Convention Centre where the actual "portrait gallery" is displayed on the second floor.
- There are funds available in the 1996 Operating Budget for the Board's purchase of ten tickets.

Respectfully submitted,



Gabe Macaluso
Managing Director/CEO



Hamilton Gallery of Distinction

c/o Grace Diffey
Ernst & Young
100 King Street West
Hamilton, Ontario L8P 1A2

OCT 15 1996

October 15, 1996

Hamilton Gallery of Distinction 1996 Inductees

**Marnie Paikin, Chester Waxman, David Braley
D. Morgan Firestone, Dr. Alvin Lee, Frank Panabaker,
Father John Bonomi**

On behalf of the Board of Directors of the Hamilton Gallery of Distinction, I invite you to attend the 1996 Induction Ceremonies and Dinner.

This year we are honouring seven prominent citizens whose accomplishments, detailed in the accompanying brochure, have brought renown to our community. Please join us to recognize their contributions on Wednesday, November 13, 1996 at the Hamilton Convention Centre. A reception is scheduled for 6:00 p.m., followed by dinner at 7:00 p.m.

Tickets are \$65 per person; tables of 10 are available for \$600. If you would like to attend, please return the completed tear-off portion of the brochure, along with your cheque, in the enclosed postage-paid envelope.

We look forward to seeing you on the 13th.

Sincerely,

Grace Diffey
for the Gallery of Distinction

Encl.

MARNIE PAKIN

Has been involved in Hamilton's community endeavours as well as provincially and nationally in the diverse domains of Health, Education, the Arts, Sports, and in the Hamilton and Canadian Jewish communities. Has held, or is holding influential positions in organizations such as McMaster University, Chedoke-McMaster Hospitals, the Hamilton Foundation, the Canadian Council of Christians and Jews, the Royal Ontario Museum, Atomic Energy of Canada and many others. A few of her awards and honours include Her Majesty the Queen's Silver Jubilee Medal, "Outstanding Woman Award" from the Province of Ontario, Woman of the Year, Community Service, Hamilton Status of Women and the Hamilton "Excellence in the Arts" Award.

D. MORGAN FIRESTONE

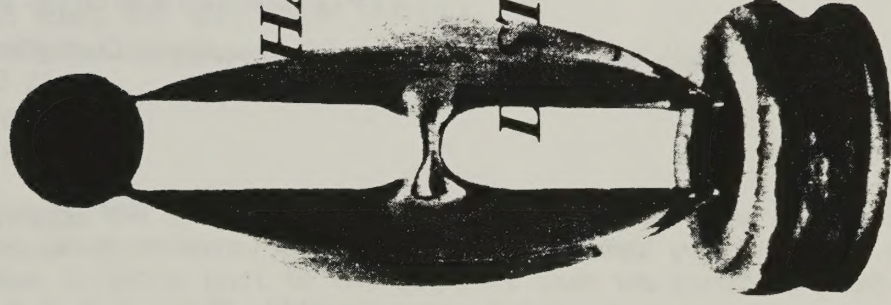
He once said, "you have to be useful in life to be happy". In living out this philosophy he has served on the board of governors of McMaster University as chairman of the finance committee, trustee of St Joseph's Hospital and member of the board of directors of the St. Joseph's Hospital Foundation. His generosity and leadership made possible the establishment of the Firestone Regional Chest and Allergy Unit which serves a million people a year and performs valuable research. The former head of Firestone is today the successful leader of the Firam Corporation of Oakville and a continued supporter of the local community.

CHESTER WAXMAN

Some of the organizations he has worked with are Adas Israel Synagogue, Hamilton Hebrew Academy, United Israel Appeal, Hamilton Chamber of Commerce, East Hamilton Rotary Club, Opera Hamilton, the Christmas Campaign, Hamilton Lung Association and B'nai B'rith. He was a member, the chairman of the board of trustees for Hamilton Civic Hospitals, fundraising chairman of a campaign that raised 16 million dollars to rebuild Hamilton General Hospital and renovate Henderson General Hospital. A personal donation established the Chester Waxman Family Care Unit at Hamilton General. Once, at a fundraising "roast" in his honour he held his own while trading quips with Red Buttons on stage at the Hamilton Convention Centre.

DAVID BRALEY

Hamilton industrialist and president of Orlick Industries, has been chairman of the board of the Ontario Centre for Advanced Manufacturing, on the board of directors of the Hamilton Convention Centre, served on the committee studying the amalgamation of the Convention Centre, Copps Coliseum and Hamilton Place. When "HIECH" - the Hamilton Entertainment and Convention Facilities Inc. - was formed he served two terms as chairman of the new "superboard". In 1989 he became a hero to many by rescuing the Hamilton Tiger Cats from near extinction.



HAMILTON GALLERY OF DISTINCTION

.....an invitation.....

HAMILTON GALLERY OF DISTINCTION

FRANK SHIRLEY PANABAKER 1904-1992
Member of the Allied Artists of America, associate member of the Royal Canadian Academy, on the board of trustees for the National Gallery in Ottawa. Studied at the Grand Central School of Art in New York and at the Ontario College of Art under J.E.H. MacDonald and Arthur Lismer. He knew most of the Group of Seven and he travelled many of the same outdoor trails but his muse came from some private wellspring and he described himself as a Group of One. From before the Great Depression he was that rarity - a fully self-supporting professional artist. He painted every day and once said, "I was a hard worker. I had to be. I was afraid I'd starve to death." Thousands of his paintings hang in public and private collections throughout North America including the Art Gallery of Hamilton.

Wednesday, November 13, 1996

Hamilton Convention Centre

6:00 p.m. Cocktail Reception
7:00 p.m. Dinner

Dress Optional - Formal or Business Attire

The Hamilton Gallery of Distinction Awards Dinner is an important community event which recognizes and honours present and past prominent citizens who have by their accomplishments brought credit to our community. The Gallery holds an annual dinner where tribute is paid to inductees including presentation to them of the prestigious **Hamilton Gallery of Distinction Award** which is shown on the cover of this invitation.

Please join us with your spouse or friend at the twelfth annual awards dinner where the following inductees will be honoured.

ALVIN LEE
His career at McMaster began with an assistant professorship of English. Since then he has been dean of sorship of English, first vice president (academic), president and vice chancellor and president emeritus. He is a former chairman of the Council of Ontario Universities and board member of the Association of Universities and Colleges of Canada and the Association of Commonwealth Universities. He established global ties for McMaster, especially in China, where he was made an honorary professor at Heilongjiang University and at the University of Science and Technology in Beijing. He has worked with many community organizations including the Royal Botanical Gardens and the Hamilton and Region Conservation Authority.

FATHER JOHN F. BONOMI 1882 - 1958

Ordained in Piacenza, Italy in 1905 after completing two years of study in two months. Although too young for holy orders he was granted a special dispensation by Pope Paul X. After 3 years in Boston he came to Hamilton and over the next 45 years served three parishes, creating two of them himself; St. Anthony de Padua and All Souls. While dedicating himself to the Italian community he encouraged parishioners to become Canadian in their outlook. Monsignor Bonomi is remembered as an interpreter, friend, counsellor and inspiration to many in the immigrant Italian community who succeeded here and who's sons and daughters became leading citizens of our city and our country.

Yes, we will attend the **Hamilton Gallery of Distinction** dinner on November 13th, 1996
Please send _____ tickets at \$65.00 each (including \$4.25 G.S.T.)
_____ table of 10 @ \$600.00 (including \$39.25 G.S.T.)
My cheque for \$ _____ is enclosed

To: **Hamilton Gallery of Distinction**
c/o Grace Diffey (905) 526-8880
Ernst & Young
4th Floor, 100 King Street West
Hamilton, Ontario L8P 1A2

NAME: _____
COMPANY _____
ADDRESS _____
POSTAL CODE _____
G.S.T. # 130023542

TELEPHONE _____

#2

To: Mr. Gabe Macaluso
C.E.O. H.E.C.F.I.

From: David Dayler
NEW FACES
1045 King St. W.,
Hamilton Ontario
L8S 1L6

Just a quick note to tell you how much we appreciate all you help and support with our programming. Once again our summer program was a major success due in large part to the support that we received from you and the H.E.C.F.I. staff. Without your help and encouragement we would not be able to offer the kind of programming that your support allows.

As our major sponsor it goes without saying that you have played a major role in the development and nurturing of some very special Canadian talent. At the present time graduates of the New Faces program are working in theatres across this country and some in the United States.

We look forward to your continued support of New Faces as we begin a very exciting year. This December we will once again return to our favourite family Christmas Dinner Theatre presentation with music from the Broadway stage and Seasonal favourites. A traditional Christmas dinner will be prepared and presented by the Convention Centre. I would ask you to assist us in maintaining the cost for the dinner at an affordable \$ 15.00 - \$ 16.00 so that we do not have to raise our ticket prices. The co-operation and positive assistance provided by the Convention Centre is most appreciated. We have had nothing but compliments for both the food and the staff. We appreciate all their help. Please pass along our appreciation to the managers and staff of the Convention Centre.

Our most exciting news to date is a new partnership. We have teamed up with The Pastoral Counselling Centre, at your suggestion, for a four year commitment leading up to the Millennium. In partnership with the Counselling Centre we will prepare and present three major musicals in the Great Hall of Hamilton Place

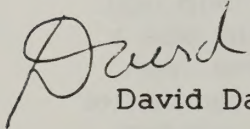
1997	GODSPELL
1998	JESUS CHRIST SUPERSTAR
1999	JOSEPH AND THE AMAZING TECHNICOLOR DREAMCOAT
2000	THE PASSION PLAY

In celebration of the Millennium, in 2000 ,we will prepare, write and present a major presentation of THE PASSION OF CHRIST with a cast of over 200 and a massed choir of approximately 1000. This is indeed a major commitment . The actual Passion Play will be presented in Copps Coliseum in much the same way as those presented in Europe and the Southern States.

Currently we are working on our Christmas Dinner Theatre presentation. We have added special Seniors Matinees and a Brunch to accommodate the large number of people who prefer not to go out in the evening.

I look forward to talking with you soon. Once again thank you for your on-going support and encouragement .

Sincerely,

A handwritten signature in cursive script, appearing to read "David".

David Dayler

P.S. Thank you for making it possible for our performers to attend KISS OF THE SPIDER WOMEN. This was a wonderful touring presentation. The quality of the work far surpassed what I had expected. I am only sorry that it didn't receive greater community support..Once again thank you for your generosity with compensating the company.

Oct. 8/96

Gentlemen:

This is a short but very sincere note of thanks to all who assisted me so willingly on the night of Oct. 5th. Due to ill health it was my first "alone outing" at night in a long time but my limitations and walker were accepted by all especially the two ushers in the handicapped section who many times checked to make certain all was well - their concern was certainly above and beyond the call of duty and their kindness was so greatly appreciated -

a great staff -
a great opera -
a great big thank you!

Sincerely,
Marie Lonson.

#3

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, September 27, 1996

9:00 a.m.

**Hamilton Place
Meeting Room One**

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, First Vice-Chair
Mr. G. Kay, Second Vice-Chair
Mayor R. Morrow
Alderman T. Jackson
Mrs. M. Dow
Ms. B. Campbell
Mr. M. Ryder
Mr. J. Kujavsky
Mr. S. Monzavi
Mr. J. Nelson
Mr. W. Ingleby
Mr. F. Deys

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

GUEST: Mr. P. Barkwell, Law Department

REGRETS: Alderman H. Merling

1. Opening Remarks

The Chair called the meeting to order at 9:05 a.m.

A. Marketing and Sales Committee Second Report

MOVED by Mrs. Dow, seconded by Mr. Ingleby that

**THE MARKETING AND SALES COMMITTEE SECOND REPORT OF 1996
BE APPROVED AND THE FOLLOWING RECOMMENDATION
ENDORSED:**

CC: Display Advertsing : Neon Products Ltd.

**THAT THE AGREEMENT WITH NEON PRODUCTS LTD. AS
EXCLUSIVE SALES AGENT FOR INTERIOR DISPLAY
ADVERTISING SALES AT COPPS COLISEUM BE RENEWED FOR
A ONE (1) YEAR PERIOD COMMENCING DECEMBER 1, 1996;
and**

**THAT A CONTRACTUAL AGREEMENT BE DEVELOPED IN
CONSULTATION WITH THE SOLICITORS FOR THE CITY OF
HAMILTON IN ACCORDANCE WITH THE TERMS AND
CONDITIONS CONTAINED IN MANAGEMENT'S SEPTEMBER
11TH 1996 REPORT.**

MOTION CARRIED.

B. Operations Committee Fourth Report

MOVED by Alderman Charters, seconded by Mr. Kujavsky that

**THE OPERATIONS COMMITTEE FOURTH REPORT BE APPROVED
AND THE FOLLOWING RECOMMENDATION BE ENDORSED:**

CC: Bulldogs' Signage

THAT THE HAMILTON BULLDOGS' SIGNAGE PROPOSALS BE APPROVED AT NO COST TO H.E.C.F.I. AND AS ILLUSTRATED IN THE ARTIST'S RENDERING PRESENTED TO THE OPERATIONS COMMITTEE AS FOLLOWS:

- (i) **TO PAINT THE WORD "BULLDOGS" ON THE BLACK DOORS (AT STREET LEVEL) ON YORK BLVD.; and**
- (ii) **TO INCORPORATE THE BULLDOGS' LOGO ON THE BACK SIDE OF THE THREE-SIDED EXTERIOR SIGN AT COPPS COLISEUM.**

MOTION CARRIED.

2. Correspondence

Nil

3. Minutes of Regular Meeting Held August 21, 1996

MOVED by Mr. Monzavi, seconded by Alderman Charters that

THE MINUTES OF THE REGULAR MEETING HELD AUGUST 21, 1996 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Eight Month Period Ended August 31, 1996

The Board received as information the report, Financial Summary for the Eight Month Period Ended August 31, 1996. The Director of Finance and Administration, during his review of the report, advised that management had instituted a freeze on spending for the balance of the year.

5. Private and Confidential

MOVED by Mr. Kujavsky, seconded by Mr. Deys that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:16 A.M.

MOTION CARRIED.

MOVED by Mrs. Dow, seconded by Mr. Deys that

THE IN-CAMERA SESSION BE ADJOURNED AT 10:15 A.M.

MOTION CARRIED.

The following recommendation was carried directly following the In-Camera Session:

Copps Coliseum : International Roller Hockey

MOVED by Mr. Kay, seconded by Mr. Ingleby that

THE TERMS AND CONDITIONS AS PROPOSED BY MANAGEMENT FOR AN INTERNATIONAL ROLLER HOCKEY FRANCHISE TO BEGIN PLAY AT COPPS COLISEUM IN 1997 BE APPROVED; and

THAT A LICENCE AGREEMENT BETWEEN H.E.C.F.I. AND ENTERVEST CORPORATION BE DEVELOPED IN CONSULTATION WITH THE SOLICITORS FOR THE CITY OF HAMILTON IN ACCORDANCE WITH THE SAID TERMS AND CONDITIONS.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

Friday, October 25, 1996
9:00 a.m.
Copps Coliseum, Hamilton Room

9. Adjournment

The meeting adjourned at 10:20 a.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

4.1

Financial Summary **For The Nine Month Period Ended September 30, 1996**

Actual Results
For The Nine
Month Period
Ended
September 30, 1995

		(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favourable <Unfavourable> <u>Budget Variance</u>
\$5,021,131.	Revenue	\$4,788,991.	\$4,623,441.	\$<165,550.>
<u>6,481,474.</u>	Expenses	<u>6,608,537.</u>	<u>6,563,518.</u>	<u>45,019.</u>
	Excess of Expenses			
<u>\$1,460,343.</u>	Over Revenue From Operations	<u>\$1,819,546.</u>	<u>\$1,940,077.</u>	<u>\$<120,531.></u>

Comments:

HECFI's municipal contribution was over-expended by \$120,531 (see row 3, column 3 above) for the nine month period ended September 30, 1996. This represents a decrease of \$57,611 in the over-expended amount reported to you last month for the eight month period ended August 31, 1996.

The favourable result for the month arose primarily due to a \$9,053 favourable variance in total revenue combined with a \$48,558 favourable variance on expenses as a result of the spending freeze.

The year to date \$120,531 over-expended municipal contribution arose primarily due to the following:

(i) below budget rental and licence fee revenue of:

- Copps Coliseum	\$207,139.	
- Hamilton Place	104,573.	
- Hamilton Convention Centre	<u>75,625.</u>	\$387,337.

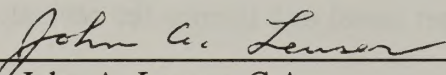
(ii) below budget commission revenue from suppliers:

- Copps Coliseum	13,024.	
- Hamilton Convention Centre	<u><1,008.></u>	12,016.

Copps
Coliseum

(iii)	below budget revenue (net of commission expense) from display advertising at Copps Coliseum	\$20,554.
(iv)	excess variable costs incurred to service food, beverage and rental revenue at the Hamilton Convention Centre	47,398.
(v)	cleaning/washroom supplies costs in excess of amount budgeted	19,444.
(vi)	provision for possible bad debts in excess of amount budgeted	11,000.
(vii)	net cost (not recovered from events) variance of providing full-time wage guarantee for the 5 stagehands:	
	Actual net cost	\$118,747.
	Budget net cost	<u>97,609.</u> 21,138.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 October 17

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

	Annual 1996 Budget	Budgeted Operating Results For The Month Period Ended September 30 1996	Actual Operating Results For The Month Period Ended September 30 1996	Favourable/ (Unfavourable) Budget Variance Amount	%	Actual Operating Results For The Month Period Ended September 30 1995
	(1)	(2)	(3)	(4)	(5)	(6)
REVENUE						
RENTAL, LICENCE FEES AND SHOW REVENUE	\$1,708,230	\$1,286,350	\$899,013	(\$387,337)	-30.1%	\$1,402,222
OTHER RENTALS	453,430	323,303	306,135	(17,168)	-5.3%	334,647
FOOD, BEVERAGE AND CONCESSIONS	1,955,520	1,261,254	1,313,058	51,804	4.1%	1,436,797
RECOVERIES	1,933,690	1,465,006	1,602,478	137,472	9.4%	1,385,025
BOX OFFICE	334,710	245,703	274,877	29,174	11.9%	254,768
OTHER	296,760	207,375	227,880	20,505	9.9%	207,672
TOTAL REVENUE	\$6,682,340	\$4,788,991	\$4,623,441	(\$165,550)	-3.5%	\$5,021,131
EXPENSES BY DEPARTMENT / SECTION						
OPERATIONS-ADMINISTRATION	\$282,710	\$210,966	\$209,121	\$1,845	0.9%	\$225,193
FOOD AND BEVERAGE	1,734,430	1,152,477	1,232,484	(80,007)	-6.9%	1,365,547
EVENTS DELIVERY	2,516,200	1,906,448	2,002,980	(96,532)	-5.1%	1,843,913
BUILDING OPERATIONS	1,462,730	1,093,177	1,001,057	92,120	8.4%	1,096,016
MARKETING AND PROMOTION	1,436,870	1,038,424	966,953	71,471	6.9%	859,579
ADMINISTRATION-CEO/BOARD	412,920	311,420	306,558	4,862	1.6%	274,898
PROFESSIONAL FEES	32,960	24,723	14,648	10,075	40.8%	18,279
FINANCE AND ADMINISTRATION	664,140	497,416	473,036	24,380	4.9%	453,432
BOX OFFICE	364,980	269,014	266,299	2,715	1.0%	254,615
INSURANCE	139,290	104,472	90,382	14,090	13.5%	90,002
TOTAL EXPENSES	\$9,047,230	\$6,608,537	\$6,563,518	\$45,019	0.7%	\$6,481,474
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS CONTRIBUTION FROM THE CITY	\$2,364,890 \$2,364,890	\$1,819,546 \$1,819,546	\$1,940,077 \$1,819,546	(\$120,531) \$0	-6.6% 0.0%	\$1,460,343 \$1,837,535
UNDER EXPENDED MUNICIPAL CONTRIBUTION	\$0	\$0	(\$120,531)	(\$120,531)	0.0%	\$377,192

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

The following information is being provided for your information. It is not intended to be a substitute for professional advice. Please consult your attorney for more information.

Company Name	Address	City	State	Zip
ABC Corporation	123 Main Street	New York	NY	10001
DEF Industries	456 Elm Avenue	Los Angeles	CA	90001
GHI Enterprises	789 Oak Drive	Chicago	IL	60601
JKL Holdings	101 Pine Street	Houston	TX	77001
MNO Investments	202 Cedar Lane	Phoenix	AZ	85001
PQR Capital	303 Birch Road	San Francisco	CA	94101
STU Ventures	404 Maple Way	Dallas	TX	75201
VWX Partners	505 Walnut Court	Seattle	WA	98101
YZA Group	606 Cherry Street	Portland	OR	97201
BCD Limited	707 Hickory Lane	Denver	CO	80201
EFG Corporation	808 Ash Avenue	San Diego	CA	92101
HIJ Industries	909 Elm Drive	Austin	TX	78701
KLM Enterprises	1010 Oak Street	Boston	MA	02101
NOP Holdings	1111 Pine Road	Philadelphia	PA	19101
QRS Investments	1212 Cedar Way	San Jose	CA	95101
RST Capital	1313 Birch Court	Nashville	TN	37201
TUV Ventures	1414 Maple Lane	Columbus	OH	43201
VWX Partners	1515 Walnut Street	San Antonio	TX	78201
YZA Group	1616 Cherry Avenue	Fort Worth	TX	76101
BCD Limited	1717 Hickory Drive	Jacksonville	FL	32201
EFG Corporation	1818 Ash Road	San Luis Obispo	CA	93401
HIJ Industries	1919 Elm Court	Honolulu	HI	96801
KLM Enterprises	2020 Oak Lane	Anchorage	AK	99501
NOP Holdings	2121 Pine Street	Juneau	AK	99801
QRS Investments	2222 Cedar Avenue	Sitka	AK	99801
RST Capital	2323 Birch Drive	Ketchikan	AK	99901
TUV Ventures	2424 Maple Road	Wrangell	AK	99901
VWX Partners	2525 Walnut Court	Haines	AK	99801
YZA Group	2626 Cherry Lane	Tombigville	AK	99801
BCD Limited	2727 Hickory Street	Kodiak	AK	99501
EFG Corporation	2828 Ash Avenue	Kodiak	AK	99501
HIJ Industries	2929 Elm Drive	Kodiak	AK	99501
KLM Enterprises	3030 Oak Road	Kodiak	AK	99501
NOP Holdings	3131 Pine Court	Kodiak	AK	99501
QRS Investments	3232 Cedar Lane	Kodiak	AK	99501
RST Capital	3333 Birch Street	Kodiak	AK	99501
TUV Ventures	3434 Maple Avenue	Kodiak	AK	99501
VWX Partners	3535 Walnut Drive	Kodiak	AK	99501
YZA Group	3636 Cherry Road	Kodiak	AK	99501
BCD Limited	3737 Hickory Court	Kodiak	AK	99501
EFG Corporation	3838 Ash Lane	Kodiak	AK	99501
HIJ Industries	3939 Elm Street	Kodiak	AK	99501
KLM Enterprises	4040 Oak Avenue	Kodiak	AK	99501
NOP Holdings	4141 Pine Drive	Kodiak	AK	99501
QRS Investments	4242 Cedar Road	Kodiak	AK	99501
RST Capital	4343 Birch Court	Kodiak	AK	99501
TUV Ventures	4444 Maple Lane	Kodiak	AK	99501
VWX Partners	4545 Walnut Street	Kodiak	AK	99501
YZA Group	4646 Cherry Avenue	Kodiak	AK	99501
BCD Limited	4747 Hickory Drive	Kodiak	AK	99501
EFG Corporation	4848 Ash Road	Kodiak	AK	99501
HIJ Industries	4949 Elm Court	Kodiak	AK	99501
KLM Enterprises	5050 Oak Lane	Kodiak	AK	99501
NOP Holdings	5151 Pine Street	Kodiak	AK	99501
QRS Investments	5252 Cedar Avenue	Kodiak	AK	99501
RST Capital	5353 Birch Drive	Kodiak	AK	99501
TUV Ventures	5454 Maple Road	Kodiak	AK	99501
VWX Partners	5555 Walnut Court	Kodiak	AK	99501
YZA Group	5656 Cherry Lane	Kodiak	AK	99501
BCD Limited	5757 Hickory Street	Kodiak	AK	99501
EFG Corporation	5858 Ash Avenue	Kodiak	AK	99501
HIJ Industries	5959 Elm Drive	Kodiak	AK	99501
KLM Enterprises	6060 Oak Road	Kodiak	AK	99501
NOP Holdings	6161 Pine Court	Kodiak	AK	99501
QRS Investments	6262 Cedar Lane	Kodiak	AK	99501
RST Capital	6363 Birch Street	Kodiak	AK	99501
TUV Ventures	6464 Maple Avenue	Kodiak	AK	99501
VWX Partners	6565 Walnut Drive	Kodiak	AK	99501
YZA Group	6666 Cherry Road	Kodiak	AK	99501
BCD Limited	6767 Hickory Court	Kodiak	AK	99501
EFG Corporation	6868 Ash Lane	Kodiak	AK	99501
HIJ Industries	6969 Elm Street	Kodiak	AK	99501
KLM Enterprises	7070 Oak Avenue	Kodiak	AK	99501
NOP Holdings	7171 Pine Drive	Kodiak	AK	99501
QRS Investments	7272 Cedar Road	Kodiak	AK	99501
RST Capital	7373 Birch Court	Kodiak	AK	99501
TUV Ventures	7474 Maple Lane	Kodiak	AK	99501
VWX Partners	7575 Walnut Street	Kodiak	AK	99501
YZA Group	7676 Cherry Avenue	Kodiak	AK	99501
BCD Limited	7777 Hickory Drive	Kodiak	AK	99501
EFG Corporation	7878 Ash Road	Kodiak	AK	99501
HIJ Industries	7979 Elm Court	Kodiak	AK	99501
KLM Enterprises	8080 Oak Lane	Kodiak	AK	99501
NOP Holdings	8181 Pine Street	Kodiak	AK	99501
QRS Investments	8282 Cedar Avenue	Kodiak	AK	99501
RST Capital	8383 Birch Drive	Kodiak	AK	99501
TUV Ventures	8484 Maple Road	Kodiak	AK	99501
VWX Partners	8585 Walnut Court	Kodiak	AK	99501
YZA Group	8686 Cherry Lane	Kodiak	AK	99501
BCD Limited	8787 Hickory Street	Kodiak	AK	99501
EFG Corporation	8888 Ash Avenue	Kodiak	AK	99501
HIJ Industries	8989 Elm Drive	Kodiak	AK	99501
KLM Enterprises	9090 Oak Road	Kodiak	AK	99501
NOP Holdings	9191 Pine Court	Kodiak	AK	99501
QRS Investments	9292 Cedar Lane	Kodiak	AK	99501
RST Capital	9393 Birch Street	Kodiak	AK	99501
TUV Ventures	9494 Maple Avenue	Kodiak	AK	99501
VWX Partners	9595 Walnut Drive	Kodiak	AK	99501
YZA Group	9696 Cherry Road	Kodiak	AK	99501
BCD Limited	9797 Hickory Court	Kodiak	AK	99501
EFG Corporation	9898 Ash Lane	Kodiak	AK	99501
HIJ Industries	9999 Elm Street	Kodiak	AK	99501

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, September 27, 1996

Breakfast at 8:30 a.m.

Meeting at 9:00 a.m.

Hamilton Place, Meeting Room 1

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS

A. Marketing and Sales Committee Second Report

Attachment A

B. Operations Committee Fourth Report

Attachment B

INFORMATION ITEMS

2. Correspondence

Nil

3. Minutes of Regular Meeting Held August 21, 1996

Attachment 3

3.1 Errors or Omissions

3.2 Motion for Approval

4. Business Arising From the Minutes

4.1 Financial Summary for the Eight Month
Period Ended August 31, 1996

Attachment 4.1

5. Private and Confidential

5.1 Contractual Matters

6. New Business

7. Other Business

8. Date of Next Meeting: Friday, October 25, 1996
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
location to be determined

9. Adjournment

OUTSTANDING BUSINESS

Nil

HAMILTON PUBLIC LIBRARY
SEP 25 1996

GOVERNMENT DOCUMENTS

URBAN MUNICIPAL

SEP 26 1996

GOVERNMENT DOCUMENTS

A

MARKETING AND SALES COMMITTEE SECOND REPORT OF 1996

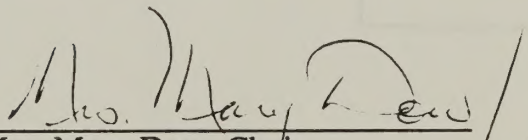
The Marketing and Sales Committee presents its **SECOND Report of 1996** from its meeting held September 18, 1996 and respectfully requests approval of the following recommendation:

1. CC: Display Advertising : Neon Products Ltd.

THAT THE AGREEMENT WITH NEON PRODUCTS LTD. AS EXCLUSIVE SALES AGENT FOR INTERIOR DISPLAY ADVERTISING SALES AT COPPS COLISEUM BE RENEWED FOR A ONE (1) YEAR PERIOD COMMENCING DECEMBER 1, 1996; and

THAT A CONTRACTUAL AGREEMENT BE DEVELOPED IN CONSULTATION WITH THE SOLICITORS FOR THE CITY OF HAMILTON IN ACCORDANCE WITH THE TERMS AND CONDITIONS CONTAINED IN MANAGEMENT'S SEPTEMBER 11TH, 1996 REPORT.

Respectfully submitted,


Mrs. Mary Dow, Chair


Patricia Bennett, Secretary

B

OPERATIONS COMMITTEE FOURTH REPORT OF 1996

The Operations Committee presents its **FOURTH Report of 1996** from its meeting held September 18, 1996 and respectfully requests approval of the following recommendation:

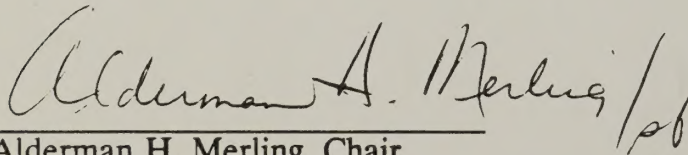
1. CC: Bulldogs' Signage

THAT THE HAMILTON BULLDOGS' SIGNAGE PROPOSALS BE APPROVED AT NO COST TO H.E.C.F.I. AND AS ILLUSTRATED IN THE ARTIST'S RENDERINGS PRESENTED TO THE OPERATIONS COMMITTEE AS FOLLOWS:

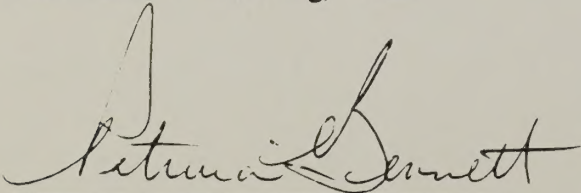
- (i) **TO PAINT THE WORD "BULLDOGS" ON THE BLACK DOORS (AT STREET LEVEL) ON YORK BLVD.; and**
- (ii) **TO INCORPORATE THE BULLDOGS' LOGO ON THE BACK SIDE OF THE THREE-SIDED EXTERIOR SIGN AT COPPS COLISEUM.**

A third request to paint paw prints on the sidewalks leading to The Bulldogs' front office and to the box office was referred back to The Bulldogs to explore with the City's Transportation and Environment Committee.

Respectfully submitted,



Alderman H. Merling, Chair



Patricia Bennett, Secretary

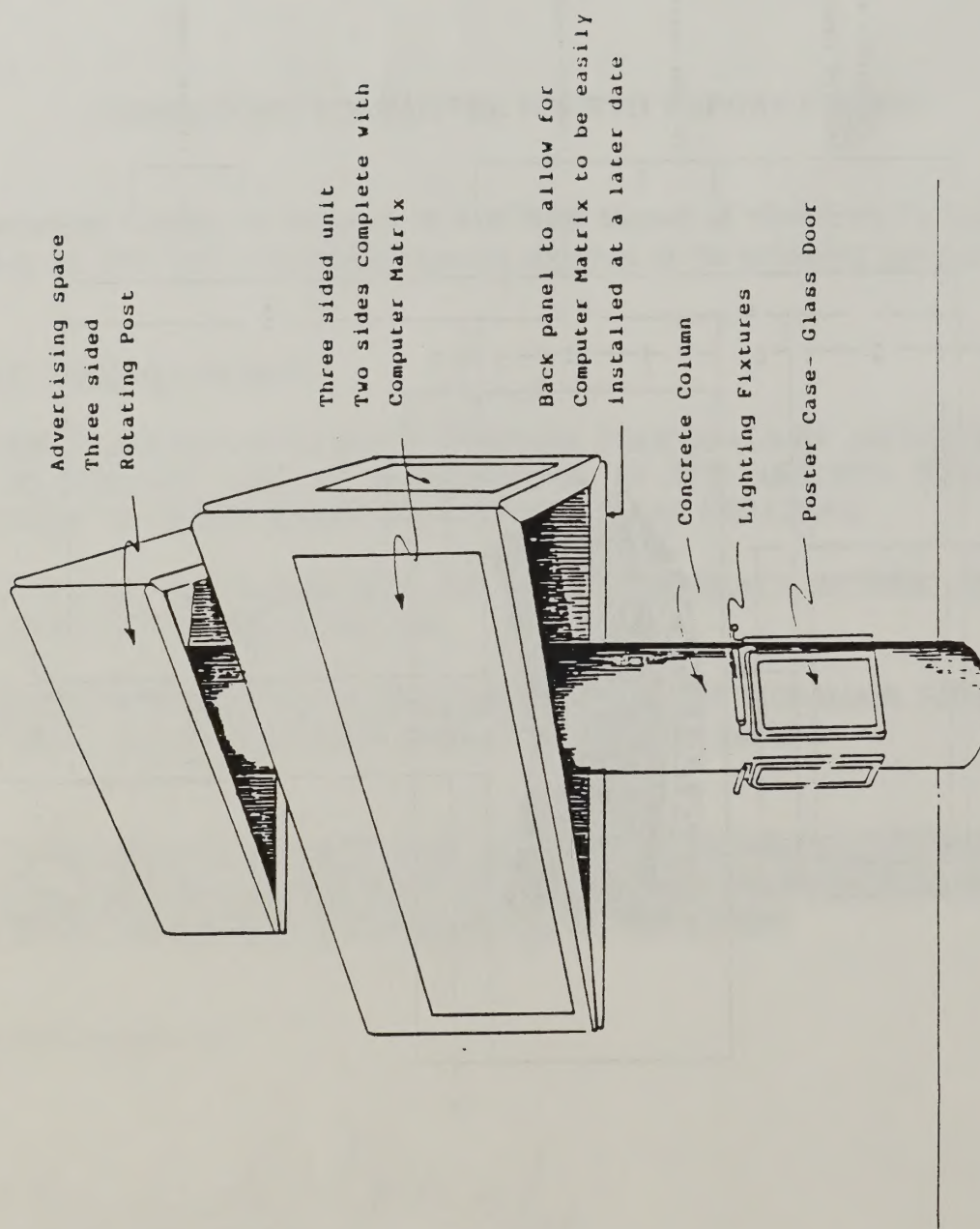
ADVERTISING DISPLAY BOARDS (ROTATING STRUCTURE) -

TYPE AREA - COPPS COLISEUM - 16°

2 COMPUTER BOARDS

3 DISPLAY BOARDS

Perspective View



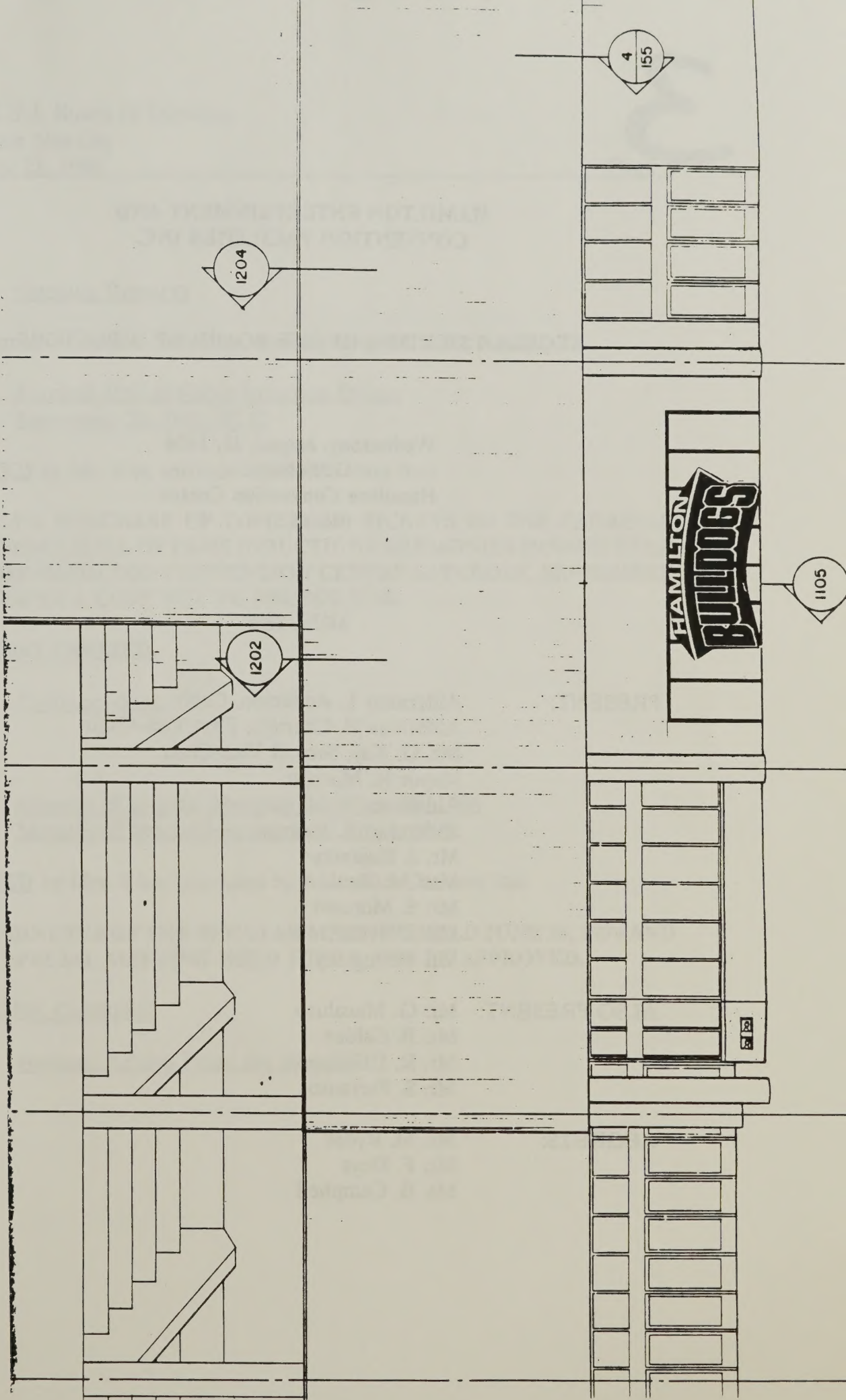
4
155

1204

1202

1105

HAMILTON
BULLDOGS



3

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

**Wednesday, August 21, 1996
12:00 Noon
Hamilton Convention Centre
Room 314**

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, First Vice-Chair
Mr. G. Kay, Second Vice-Chair
Mayor R. Morrow
Alderman H. Merling
Alderman T. Jackson
Mr. J. Kujavsky
Mrs. M. Dow
Mr. S. Monzavi
Mr. J. Nelson
Mr. W. Ingleby

ALSO PRESENT: Mr. G. Macaluso
Mr. B. Calder
Mr. R. DiFilippo
Mr. S. Farrauto

REGRETS: Mr. M. Ryder
Mr. F. Deys
Ms. B. Campbell

1. Opening Remarks

Alderman Anderson called the meeting to order at 12:11 p.m.

A. Football Hall of Fame Induction Dinner
September 28, 1996, HCC

MOVED by Mr. Kay, seconded by Mr. Nelson that

H.E.C.F.I. PURCHASE UP TO TEN (10) TICKETS TO THE CANADIAN FOOTBALL HALL OF FAME INDUCTION CEREMONIES DINNER HELD AT THE HAMILTON CONVENTION CENTRE SATURDAY, SEPTEMBER 28, 1996 AT A COST NOT TO EXCEED \$750.

MOTION CARRIED.

2. Correspondence

Nil

3. Minutes of Regular Meeting Held June 28, 1996
Minutes of Special Meeting Held July 4, 1996

MOVED by Mrs. Dow, seconded by Alderman Charters that

THE MINUTES OF THE REGULAR MEETING HELD JUNE 28, 1996 AND THE SPECIAL MEETING HELD JULY 4, 1996 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Six Month Period Ended June 30, 1996
Financial Summary for the Seven Month Period Ended July 31, 1996

The Financial Summaries for the Six and Seven Month Periods Ended in June 30, 1996 and July 31, 1996 respectively were received. During discussion the Director of Operations/Events Delivery advised that (item vii of management's August 16th report, *general cleaning costs in excess of amount budgeted*) cleaning costs exceeded the budget primarily due to the purchase of additional cleaning supplies in preparation of the Jehovah Witness convention, as well as payment of an earlier invoice; unbudgeted cleaning costs associated with the Prince Charles' event at Copps Coliseum; and extra cleaning costs associated with the Disney event which was better attended than estimated.

5. Private and Confidential

MOVED by Alderman Merling, seconded by Alderman Charters that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 12:15 P.M.

MOTION CARRIED.

MOVED by Alderman Jackson, seconded by Mr. Monzavi that

THE IN-CAMERA SESSION BE ADJOURNED AT 12:45 P.M.

MOTION CARRIED.

The following resolutions were carried immediately following the adjournment of the In-Camera Session:

Memorandum of Agreement - IATSE Local 129 and H.E.C.F.I.:
April 1, 1996 to June 30, 1999

MOVED by Mr. Kay, seconded by Mrs. Dow that

THE H.E.C.F.I. BOARD OF DIRECTORS RATIFY THE MEMORANDUM OF AGREEMENT DATED AND SIGNED JULY 25, 1996 BETWEEN IATSE LOCAL 129 AND H.E.C.F.I.

MOTION CARRIED.

Agreement Between Hamilton Musicians' Guild and H.E.C.F.I. :
September 1, 1993 to August 31, 1998

MOVED by Alderman Merling, seconded by Mr. Kujavsky that

THE BOARD OF DIRECTORS RECEIVE AS INFORMATION MANAGEMENT'S AUGUST 20, 1996 REPORT; and

THAT AS A RESULT OF NEGOTIATIONS WITH REPRESENTATIVES OF THE HAMILTON MUSICIANS' GUILD RESPECTING SECTION 4.G OF THE AGREEMENT REGARDING WAGE RATE INCREASES FOR THE FOURTH AND FIFTH YEARS OF THE AGREEMENT, THAT NO WAGE RATE INCREASES WILL BE INCORPORATED IN THE SCHEDULE OF FEES FOR THE REMAINING TWO (2) YEARS OF THE TERM.

MOTION CARRIED.

Staff were commended for the successful negotiation and settlement of the foregoing contracts.

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

Friday, September 27, 1996
9:00 a.m.
Hamilton Convention Centre, Room 314

9. Adjournment

The meeting adjourned at 12:46 p.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

4.1

Financial Summary
For The Eight Month Period Ended August 31, 1996

**Actual Results
For The Eight
Month Period
Ended
August 31, 1995**

		(1) <u>Budget</u>	(2) <u>Actual</u>	(3) Favourable <Unfavourable> <u>Budget Variance</u>
\$4,171,198.	Revenue	\$4,145,921.	\$3,971,318.	\$<174,603.>
<u>5,558,194.</u>	Expenses	<u>5,803,516.</u>	<u>5,807,055.</u>	<u>< 3,539.></u>
	Excess of Expenses			
<u>\$1,386,996.</u>	Over Revenue From Operations	<u>\$1,657,595.</u>	<u>\$1,835,737.</u>	<u>\$<178,142.></u>

Comments:

HECFI's municipal contribution was over-expended by \$178,142 (see row 3, column 3 above) for the eight month period ended August 31, 1996. This represents an increase of \$19,132 in the over-expended amount reported to you last month for the seven month period ended July 31, 1996.

The unfavourable result for the month arose primarily due to a shortfall of \$61,480 in rental/licence fees at Copps Coliseum.

The year to date \$178,142 over-expended municipal contribution arose primarily due to the following:

(i) below budget rental and licence fee revenue of:

- Copps Coliseum	\$175,139.	
- Hamilton Place	59,811.	
- Hamilton Convention Centre	<u>57,012.</u>	\$291,962.

(ii) below budget commission revenue from suppliers:

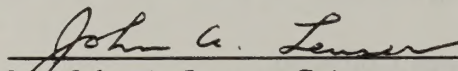
- Copps Coliseum	13,389.	
- Hamilton Convention Centre	<u>521.</u>	13,910.

*Copps
Coliseum*

(iii)	below budget revenue (net of commission expense) from display advertising at Copps Coliseum		\$22,607.
(iv)	excess variable costs incurred to service food, beverage and rental revenue at the Hamilton Convention Centre		57,866.
(v)	cleaning/washroom supplies costs in excess of amount budgeted		21,733.
(vi)	provision for possible bad debts in excess of amount budgeted		11,000.
(vii)	net cost (not recovered from events) variance of providing full-time wage guarantee for the 5 stagehands:		
	Actual net cost	\$107,992.	
	Budget net cost	<u>84,055.</u>	23,937.

In response to this situation, management has implemented a spending freeze.

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.


Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 September 16

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. **CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES**

	Annual 1996 Budget	(1)	Budgeted Operating Results For The Eight Month Period Ended August 31, 1996	(2)	Actual Operating Results For The Eight Month Period Ended August 31, 1996	(3)	Amount	(4)	Favourable/ (Unfavourable) Budget Variance	%	(5)	Actual Operating Results For The Eight Month Period Ended August 31, 1995	(6)
REVENUE													
RENTAL, LICENCE FEES AND SHOW REVENUE	\$1,708,230		\$1,140,705		\$856,743		(\$291,962)			-25.4%		\$1,247,997	
OTHER RENTALS	453,430		281,621		258,612		(23,009)			-8.2%		291,955	
FOOD, BEVERAGE AND CONCESSIONS	1,955,520		1,062,307		1,115,644		53,337			5.0%		1,127,537	
RECOVERIES	1,933,690		1,280,311		1,373,138		92,827			7.3%		1,104,505	
BOX OFFICE	334,710		201,286		214,128		12,842			6.4%		213,083	
OTHER	296,760		171,691		153,053		(18,638)			-10.9%		186,121	
TOTAL REVENUE	\$6,682,340		\$4,145,921		\$3,971,318		(\$174,603)			-4.2%		\$4,171,198	
EXPENSES BY DEPARTMENT / SECTION													
OPERATIONS - ADMINISTRATION	\$282,710		\$186,722		\$186,300		\$422			0.2%		\$199,236	
FOOD AND BEVERAGE	1,734,430		986,024		1,074,723		(88,699)			-9.0%		1,122,066	
EVENTS DELIVERY	2,516,200		1,698,553		1,782,711		(84,158)			-5.0%		1,589,991	
BUILDING OPERATIONS	1,462,730		971,529		888,871		82,658			8.5%		961,469	
MARKETING AND PROMOTION	1,436,870		887,879		844,558		43,321			4.9%		712,758	
ADMINISTRATION - CEO/BOARD	412,920		276,553		270,756		5,797			2.1%		247,318	
PROFESSIONAL FEES	32,960		21,976		13,237		8,739			39.8%		15,347	
FINANCE AND ADMINISTRATION	664,140		444,121		423,013		21,108			4.8%		398,888	
BOX OFFICE	364,980		237,295		239,417		(2,122)			-0.9%		223,945	
INSURANCE	139,290		92,864		83,469		9,395			10.1%		87,176	
TOTAL EXPENSES	\$9,047,230		\$5,803,516		\$5,807,055		(\$3,539)			-0.1%		\$5,558,194	
EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS	\$2,364,890		\$1,657,595		\$1,835,737		(\$178,142)			-10.7%		\$1,386,996	
CONTRIBUTION FROM THE CITY	\$2,364,890		\$1,657,595		\$1,657,595		\$0			0.0%		\$1,706,770	
UNDER EXPENDED MUNICIPAL CONTRIBUTION	\$0		\$0		(\$178,142)		(\$178,142)			0.0%		\$319,774	

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.

CONTENTS

Part I. General Information. Chapter I. The History of the United States. Chapter II. The Geography of the United States. Chapter III. The Climate of the United States. Chapter IV. The Population of the United States. Chapter V. The Government of the United States. Chapter VI. The Economy of the United States. Chapter VII. The Culture of the United States. Chapter VIII. The Science of the United States. Chapter IX. The Art of the United States. Chapter X. The Literature of the United States. Chapter XI. The Religion of the United States. Chapter XII. The Philosophy of the United States. Chapter XIII. The Ethics of the United States. Chapter XIV. The Aesthetics of the United States. Chapter XV. The Music of the United States. Chapter XVI. The Drama of the United States. Chapter XVII. The Poetry of the United States. Chapter XVIII. The Prose of the United States. Chapter XIX. The History of the United States. Chapter XX. The Geography of the United States. Chapter XXI. The Climate of the United States. Chapter XXII. The Population of the United States. Chapter XXIII. The Government of the United States. Chapter XXIV. The Economy of the United States. Chapter XXV. The Culture of the United States. Chapter XXVI. The Science of the United States. Chapter XXVII. The Art of the United States. Chapter XXVIII. The Literature of the United States. Chapter XXIX. The Religion of the United States. Chapter XXX. The Philosophy of the United States. Chapter XXXI. The Ethics of the United States. Chapter XXXII. The Aesthetics of the United States. Chapter XXXIII. The Music of the United States. Chapter XXXIV. The Drama of the United States. Chapter XXXV. The Poetry of the United States. Chapter XXXVI. The Prose of the United States.

Part I. General Information. Chapter I. The History of the United States. Chapter II. The Geography of the United States. Chapter III. The Climate of the United States. Chapter IV. The Population of the United States. Chapter V. The Government of the United States. Chapter VI. The Economy of the United States. Chapter VII. The Culture of the United States. Chapter VIII. The Science of the United States. Chapter IX. The Art of the United States. Chapter X. The Literature of the United States. Chapter XI. The Religion of the United States. Chapter XII. The Philosophy of the United States. Chapter XIII. The Ethics of the United States. Chapter XIV. The Aesthetics of the United States. Chapter XV. The Music of the United States. Chapter XVI. The Drama of the United States. Chapter XVII. The Poetry of the United States. Chapter XVIII. The Prose of the United States.	Page 1
Part II. The History of the United States. Chapter I. The Discovery of America. Chapter II. The First Settlements. Chapter III. The Growth of the Colonies. Chapter IV. The Struggle for Independence. Chapter V. The Formation of the Union. Chapter VI. The Expansion of the Territory. Chapter VII. The Civil War. Chapter VIII. The Reconstruction. Chapter IX. The Gilded Age. Chapter X. The Progressive Era. Chapter XI. The First World War. Chapter XII. The Roaring Twenties. Chapter XIII. The Great Depression. Chapter XIV. The Second World War. Chapter XV. The Cold War. Chapter XVI. The Vietnam War. Chapter XVII. The Watergate Scandal. Chapter XVIII. The Reagan Revolution. Chapter XIX. The Clinton Presidency. Chapter XX. The Bush Presidency. Chapter XXI. The Obama Presidency. Chapter XXII. The Trump Presidency.	Page 2
Part III. The Geography of the United States. Chapter I. The Physical Features. Chapter II. The Climate. Chapter III. The Vegetation. Chapter IV. The Animals. Chapter V. The Population. Chapter VI. The Urban Areas. Chapter VII. The Rural Areas. Chapter VIII. The Waterways. Chapter IX. The Airports. Chapter X. The Ports. Chapter XI. The Highways. Chapter XII. The Railroads. Chapter XIII. The Pipelines. Chapter XIV. The Power Lines. Chapter XV. The Telecommunications. Chapter XVI. The Internet. Chapter XVII. The Space Program. Chapter XVIII. The Environmental Movement. Chapter XIX. The Nuclear Energy. Chapter XX. The Renewable Energy. Chapter XXI. The Biotechnology. Chapter XXII. The Nanotechnology. Chapter XXIII. The Artificial Intelligence. Chapter XXIV. The Robotics. Chapter XXV. The Cybersecurity. Chapter XXVI. The Big Data. Chapter XXVII. The Cloud Computing. Chapter XXVIII. The Blockchain. Chapter XXIX. The Quantum Computing. Chapter XXX. The Space Exploration.	Page 3
Part IV. The Climate of the United States. Chapter I. The Weather. Chapter II. The Seasons. Chapter III. The Climate Zones. Chapter IV. The Natural Disasters. Chapter V. The Global Warming. Chapter VI. The Air Pollution. Chapter VII. The Water Pollution. Chapter VIII. The Land Pollution. Chapter IX. The Noise Pollution. Chapter X. The Light Pollution. Chapter XI. The Radio Frequency Interference. Chapter XII. The Electromagnetic Interference. Chapter XIII. The Magnetic Interference. Chapter XIV. The Gravitational Interference. Chapter XV. The Quantum Interference. Chapter XVI. The Superconductivity. Chapter XVII. The Superfluidity. Chapter XVIII. The Bose-Einstein Condensate. Chapter XIX. The Fermi Gas. Chapter XX. The Fermi Liquid. Chapter XXI. The Fermi Solid. Chapter XXII. The Fermi Superconductor. Chapter XXIII. The Fermi Insulator. Chapter XXIV. The Fermi Semiconductor. Chapter XXV. The Fermi Metal. Chapter XXVI. The Fermi Dielectric. Chapter XXVII. The Fermi Crystal. Chapter XXVIII. The Fermi Liquid Crystal. Chapter XXIX. The Fermi Solid Crystal. Chapter XXX. The Fermi Superconductor Crystal.	Page 4
Part V. The Population of the United States. Chapter I. The Demographics. Chapter II. The Ethnicity. Chapter III. The Religion. Chapter IV. The Language. Chapter V. The Education. Chapter VI. The Employment. Chapter VII. The Income. Chapter VIII. The Health. Chapter IX. The Crime. Chapter X. The Social Issues. Chapter XI. The Political Issues. Chapter XII. The Cultural Issues. Chapter XIII. The Environmental Issues. Chapter XIV. The Technological Issues. Chapter XV. The Space Issues. Chapter XVI. The Energy Issues. Chapter XVII. The Biotechnology Issues. Chapter XVIII. The Nanotechnology Issues. Chapter XIX. The Artificial Intelligence Issues. Chapter XX. The Robotics Issues. Chapter XXI. The Cybersecurity Issues. Chapter XXII. The Big Data Issues. Chapter XXIII. The Cloud Computing Issues. Chapter XXIV. The Blockchain Issues. Chapter XXV. The Quantum Computing Issues. Chapter XXVI. The Space Exploration Issues. Chapter XXVII. The Space Colonization Issues. Chapter XXVIII. The Space Mining Issues. Chapter XXIX. The Space Tourism Issues. Chapter XXX. The Space Warfare Issues.	Page 5
Part VI. The Government of the United States. Chapter I. The Constitution. Chapter II. The Executive Branch. Chapter III. The Legislative Branch. Chapter IV. The Judicial Branch. Chapter V. The Federal Reserve. Chapter VI. The Social Security. Chapter VII. The Medicare. Chapter VIII. The Medicaid. Chapter IX. The Veterans Affairs. Chapter X. The Department of Defense. Chapter XI. The Department of State. Chapter XII. The Department of Justice. Chapter XIII. The Department of Education. Chapter XIV. The Department of Health and Human Services. Chapter XV. The Department of Agriculture. Chapter XVI. The Department of Energy. Chapter XVII. The Department of the Interior. Chapter XVIII. The Department of Transportation. Chapter XIX. The Department of Commerce. Chapter XX. The Department of Labor. Chapter XXI. The Department of Housing and Urban Development. Chapter XXII. The Department of Veterans Affairs. Chapter XXIII. The Department of Education. Chapter XXIV. The Department of Health and Human Services. Chapter XXV. The Department of Agriculture. Chapter XXVI. The Department of Energy. Chapter XXVII. The Department of the Interior. Chapter XXVIII. The Department of Transportation. Chapter XXIX. The Department of Commerce. Chapter XXX. The Department of Labor.	Page 6
Part VII. The Economy of the United States. Chapter I. The Gross Domestic Product. Chapter II. The Unemployment Rate. Chapter III. The Inflation Rate. Chapter IV. The Interest Rate. Chapter V. The Exchange Rate. Chapter VI. The Trade Balance. Chapter VII. The Current Account. Chapter VIII. The Capital Account. Chapter IX. The Foreign Direct Investment. Chapter X. The Portfolio Investment. Chapter XI. The Official Development Assistance. Chapter XII. The Official Reserve Assets. Chapter XIII. The Monetary Base. Chapter XIV. The Money Supply. Chapter XV. The Credit Supply. Chapter XVI. The Credit Demand. Chapter XVII. The Credit Gap. Chapter XVIII. The Credit Crunch. Chapter XIX. The Credit Bubble. Chapter XX. The Credit Crisis. Chapter XXI. The Credit Collapse. Chapter XXII. The Credit Recovery. Chapter XXIII. The Credit Expansion. Chapter XXIV. The Credit Contraction. Chapter XXV. The Credit Stagnation. Chapter XXVI. The Credit Boom. Chapter XXVII. The Credit Bust. Chapter XXVIII. The Credit Crash. Chapter XXIX. The Credit Crash. Chapter XXX. The Credit Crash.	Page 7
Part VIII. The Culture of the United States. Chapter I. The Arts. Chapter II. The Literature. Chapter III. The Music. Chapter IV. The Film. Chapter V. The Television. Chapter VI. The Internet. Chapter VII. The Social Media. Chapter VIII. The Video Games. Chapter IX. The Comics. Chapter X. The Anime. Chapter XI. The Manga. Chapter XII. The Light Novels. Chapter XIII. The Web Novels. Chapter XIV. The Web Comics. Chapter XV. The Web Games. Chapter XVI. The Web Social Media. Chapter XVII. The Web Video Games. Chapter XVIII. The Web Comics. Chapter XIX. The Web Light Novels. Chapter XX. The Web Web Novels. Chapter XXI. The Web Web Comics. Chapter XXII. The Web Web Games. Chapter XXIII. The Web Web Social Media. Chapter XXIV. The Web Web Video Games. Chapter XXV. The Web Web Comics. Chapter XXVI. The Web Web Light Novels. Chapter XXVII. The Web Web Web Novels. Chapter XXVIII. The Web Web Web Comics. Chapter XXIX. The Web Web Web Games. Chapter XXX. The Web Web Web Social Media.	Page 8
Part IX. The Science of the United States. Chapter I. The Physics. Chapter II. The Chemistry. Chapter III. The Biology. Chapter IV. The Earth Science. Chapter V. The Environmental Science. Chapter VI. The Space Science. Chapter VII. The Planetary Science. Chapter VIII. The Astrophysics. Chapter IX. The Cosmology. Chapter X. The Particle Physics. Chapter XI. The Quantum Mechanics. Chapter XII. The Relativity. Chapter XIII. The Thermodynamics. Chapter XIV. The Electromagnetism. Chapter XV. The Optics. Chapter XVI. The Acoustics. Chapter XVII. The Mechanics. Chapter XVIII. The Fluid Dynamics. Chapter XIX. The Solid State Physics. Chapter XX. The Condensed Matter Physics. Chapter XXI. The Materials Science. Chapter XXII. The Nanotechnology. Chapter XXIII. The Biotechnology. Chapter XXIV. The Nanobiotechnology. Chapter XXV. The Nanomedicine. Chapter XXVI. The Nanorobotics. Chapter XXVII. The Nanoelectronics. Chapter XXVIII. The Nanophotonics. Chapter XXIX. The Nanomechanics. Chapter XXX. The Nanomaterials.	Page 9
Part X. The Art of the United States. Chapter I. The Painting. Chapter II. The Sculpture. Chapter III. The Architecture. Chapter IV. The Design. Chapter V. The Fashion. Chapter VI. The Jewelry. Chapter VII. The Pottery. Chapter VIII. The Glass. Chapter IX. The Metalwork. Chapter X. The Woodwork. Chapter XI. The Paperwork. Chapter XII. The Bookbinding. Chapter XIII. The Calligraphy. Chapter XIV. The Printing. Chapter XV. The Book Design. Chapter XVI. The Book Illustration. Chapter XVII. The Book Layout. Chapter XVIII. The Book Production. Chapter XIX. The Book Distribution. Chapter XX. The Book Marketing. Chapter XXI. The Book Sales. Chapter XXII. The Book Reviews. Chapter XXIII. The Book Awards. Chapter XXIV. The Book Festivals. Chapter XXV. The Book Conferences. Chapter XXVI. The Book Exhibitions. Chapter XXVII. The Book Collections. Chapter XXVIII. The Book Libraries. Chapter XXIX. The Book Archives. Chapter XXX. The Book Manuscripts.	Page 10
Part XI. The Literature of the United States. Chapter I. The Poetry. Chapter II. The Drama. Chapter III. The Novel. Chapter IV. The Short Story. Chapter V. The Essay. Chapter VI. The Memoir. Chapter VII. The Biography. Chapter VIII. The History. Chapter IX. The Travelogue. Chapter X. The Journal. Chapter XI. The Diary. Chapter XII. The Letter. Chapter XIII. The Speech. Chapter XIV. The Debate. Chapter XV. The Debate. Chapter XVI. The Debate. Chapter XVII. The Debate. Chapter XVIII. The Debate. Chapter XIX. The Debate. Chapter XX. The Debate. Chapter XXI. The Debate. Chapter XXII. The Debate. Chapter XXIII. The Debate. Chapter XXIV. The Debate. Chapter XXV. The Debate. Chapter XXVI. The Debate. Chapter XXVII. The Debate. Chapter XXVIII. The Debate. Chapter XXIX. The Debate. Chapter XXX. The Debate.	Page 11
Part XII. The Religion of the United States. Chapter I. The Christianity. Chapter II. The Judaism. Chapter III. The Islam. Chapter IV. The Hinduism. Chapter V. The Buddhism. Chapter VI. The Jainism. Chapter VII. The Sikhism. Chapter VIII. The Zoroastrianism. Chapter IX. The Jainism. Chapter X. The Sikhism. Chapter XI. The Zoroastrianism. Chapter XII. The Jainism. Chapter XIII. The Sikhism. Chapter XIV. The Zoroastrianism. Chapter XV. The Jainism. Chapter XVI. The Sikhism. Chapter XVII. The Zoroastrianism. Chapter XVIII. The Jainism. Chapter XIX. The Sikhism. Chapter XX. The Zoroastrianism. Chapter XXI. The Jainism. Chapter XXII. The Sikhism. Chapter XXIII. The Zoroastrianism. Chapter XXIV. The Jainism. Chapter XXV. The Sikhism. Chapter XXVI. The Zoroastrianism. Chapter XXVII. The Jainism. Chapter XXVIII. The Sikhism. Chapter XXIX. The Zoroastrianism. Chapter XXX. The Jainism.	Page 12
Part XIII. The Philosophy of the United States. Chapter I. The Metaphysics. Chapter II. The Epistemology. Chapter III. The Ethics. Chapter IV. The Aesthetics. Chapter V. The Logic. Chapter VI. The Mathematics. Chapter VII. The Science. Chapter VIII. The Technology. Chapter IX. The Art. Chapter X. The Literature. Chapter XI. The Religion. Chapter XII. The Philosophy. Chapter XIII. The Philosophy. Chapter XIV. The Philosophy. Chapter XV. The Philosophy. Chapter XVI. The Philosophy. Chapter XVII. The Philosophy. Chapter XVIII. The Philosophy. Chapter XIX. The Philosophy. Chapter XX. The Philosophy. Chapter XXI. The Philosophy. Chapter XXII. The Philosophy. Chapter XXIII. The Philosophy. Chapter XXIV. The Philosophy. Chapter XXV. The Philosophy. Chapter XXVI. The Philosophy. Chapter XXVII. The Philosophy. Chapter XXVIII. The Philosophy. Chapter XXIX. The Philosophy. Chapter XXX. The Philosophy.	Page 13
Part XIV. The Ethics of the United States. Chapter I. The Virtue Ethics. Chapter II. The Rule Deontology. Chapter III. The Act Deontology. Chapter IV. The Teleology. Chapter V. The Consequentialism. Chapter VI. The Utilitarianism. Chapter VII. The Hedonism. Chapter VIII. The Stoicism. Chapter IX. The Epicureanism. Chapter X. The Skepticism. Chapter XI. The Pyrrhonism. Chapter XII. The Academicism. Chapter XIII. The Platonism. Chapter XIV. The Aristotelianism. Chapter XV. The Thomism. Chapter XVI. The Scholasticism. Chapter XVII. The Humanism. Chapter XVIII. The Renaissance. Chapter XIX. The Enlightenment. Chapter XX. The Romanticism. Chapter XXI. The Idealism. Chapter XXII. The Realism. Chapter XXIII. The Positivism. Chapter XXIV. The Pragmatism. Chapter XXV. The Phenomenology. Chapter XXVI. The Existentialism. Chapter XXVII. The Postmodernism. Chapter XXVIII. The Deconstructionism. Chapter XXIX. The Feminism. Chapter XXX. The Queer Theory.	Page 14
Part XV. The Aesthetics of the United States. Chapter I. The Music. Chapter II. The Drama. Chapter III. The Poetry. Chapter IV. The Novel. Chapter V. The Short Story. Chapter VI. The Essay. Chapter VII. The Memoir. Chapter VIII. The Biography. Chapter IX. The History. Chapter X. The Travelogue. Chapter XI. The Journal. Chapter XII. The Diary. Chapter XIII. The Letter. Chapter XIV. The Speech. Chapter XV. The Debate. Chapter XVI. The Debate. Chapter XVII. The Debate. Chapter XVIII. The Debate. Chapter XIX. The Debate. Chapter XX. The Debate. Chapter XXI. The Debate. Chapter XXII. The Debate. Chapter XXIII. The Debate. Chapter XXIV. The Debate. Chapter XXV. The Debate. Chapter XXVI. The Debate. Chapter XXVII. The Debate. Chapter XXVIII. The Debate. Chapter XXIX. The Debate. Chapter XXX. The Debate.	Page 15
Part XVI. The Music of the United States. Chapter I. The Classical Music. Chapter II. The Romantic Music. Chapter III. The Impressionist Music. Chapter IV. The Modern Music. Chapter V. The Contemporary Music. Chapter VI. The Jazz Music. Chapter VII. The Rock Music. Chapter VIII. The Pop Music. Chapter IX. The Folk Music. Chapter X. The Country Music. Chapter XI. The Bluegrass Music. Chapter XII. The Gospel Music. Chapter XIII. The Soul Music. Chapter XIV. The Rhythm and Blues Music. Chapter XV. The Funk Music. Chapter XVI. The Disco Music. Chapter XVII. The Electronic Music. Chapter XVIII. The Hip-Hop Music. Chapter XIX. The Rap Music. Chapter XX. The Reggae Music. Chapter XXI. The Ska Music. Chapter XXII. The Dub Music. Chapter XXIII. The Dance Music. Chapter XXIV. The House Music. Chapter XXV. The Techno Music. Chapter XXVI. The Trance Music. Chapter XXVII. The Psychedelic Music. Chapter XXVIII. The Ambient Music. Chapter XXIX. The Experimental Music. Chapter XXX. The Avant-Garde Music.	Page 16
Part XVII. The Drama of the United States. Chapter I. The Tragedy. Chapter II. The Comedy. Chapter III. The Farce. Chapter IV. The Musical. Chapter V. The Opera. Chapter VI. The Ballet. Chapter VII. The Puppetry. Chapter VIII. The Marionette. Chapter IX. The Shadow Puppetry. Chapter X. The Puppetry. Chapter XI. The Puppetry. Chapter XII. The Puppetry. Chapter XIII. The Puppetry. Chapter XIV. The Puppetry. Chapter XV. The Puppetry. Chapter XVI. The Puppetry. Chapter XVII. The Puppetry. Chapter XVIII. The Puppetry. Chapter XIX. The Puppetry. Chapter XX. The Puppetry. Chapter XXI. The Puppetry. Chapter XXII. The Puppetry. Chapter XXIII. The Puppetry. Chapter XXIV. The Puppetry. Chapter XXV. The Puppetry. Chapter XXVI. The Puppetry. Chapter XXVII. The Puppetry. Chapter XXVIII. The Puppetry. Chapter XXIX. The Puppetry. Chapter XXX. The Puppetry.	Page 17
Part XVIII. The Poetry of the United States. Chapter I. The Epic Poetry. Chapter II. The Heroic Poetry. Chapter III. The Pastoral Poetry. Chapter IV. The Satirical Poetry. Chapter V. The Lyric Poetry. Chapter VI. The Dramatic Poetry. Chapter VII. The Epigrammatic Poetry. Chapter VIII. The Epitaphic Poetry. Chapter IX. The Epitaphic Poetry. Chapter X. The Epitaphic Poetry. Chapter XI. The Epitaphic Poetry. Chapter XII. The Epitaphic Poetry. Chapter XIII. The Epitaphic Poetry. Chapter XIV. The Epitaphic Poetry. Chapter XV. The Epitaphic Poetry. Chapter XVI. The Epitaphic Poetry. Chapter XVII. The Epitaphic Poetry. Chapter XVIII. The Epitaphic Poetry. Chapter XIX. The Epitaphic Poetry. Chapter XX. The Epitaphic Poetry. Chapter XXI. The Epitaphic Poetry. Chapter XXII. The Epitaphic Poetry. Chapter XXIII. The Epitaphic Poetry. Chapter XXIV. The Epitaphic Poetry. Chapter XXV. The Epitaphic Poetry. Chapter XXVI. The Epitaphic Poetry. Chapter XXVII. The Epitaphic Poetry. Chapter XXVIII. The Epitaphic Poetry. Chapter XXIX. The Epitaphic Poetry. Chapter XXX. The Epitaphic Poetry.	Page 18
Part XIX. The Prose of the United States. Chapter I. The Novel. Chapter II. The Short Story. Chapter III. The Essay. Chapter IV. The Memoir. Chapter V. The Biography. Chapter VI. The History. Chapter VII. The Travelogue. Chapter VIII. The Journal. Chapter IX. The Diary. Chapter X. The Letter. Chapter XI. The Speech. Chapter XII. The Debate. Chapter XIII. The Debate. Chapter XIV. The Debate. Chapter XV. The Debate. Chapter XVI. The Debate. Chapter XVII. The Debate. Chapter XVIII. The Debate. Chapter XIX. The Debate. Chapter XX. The Debate. Chapter XXI. The Debate. Chapter XXII. The Debate. Chapter XXIII. The Debate. Chapter XXIV. The Debate. Chapter XXV. The Debate. Chapter XXVI. The Debate. Chapter XXVII. The Debate. Chapter XXVIII. The Debate. Chapter XXIX. The Debate. Chapter XXX. The Debate.	Page 19

CONTENTS AND INDEX OF THE UNITED STATES OF AMERICA
THE UNITED STATES OF AMERICA AND THE WORLD

MEETING OF THE BOARD OF DIRECTORS

Friday, November 29, 1996

NOV 26 1996

Breakfast at 8:30 a.m.

Meeting at 9:00 a.m.

Hamilton Convention Centre
Room 314

GOVERNMENT DOCUMENTS

URBAN MUNICIPAL

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

DEC 3 1996

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS GOVERNMENT DOCUMENTS

- | | | |
|----|---|---------------------|
| A. | <i>Operations Committee Fifth Report</i> | <i>Attachment A</i> |
| B. | <i>Community Dinner, B'Nai Brith Sports Celebrity Dinner
February 3, 1997</i> | <i>Attachment B</i> |

INFORMATION ITEMS

- | | | |
|----|---|----------------|
| 2. | Correspondence | Attachment 2 |
| 3. | Minutes of Regular Meeting Held October 25, 1996 | Attachment 3 |
| | 3.1 Errors or Omissions | |
| | 3.2 Motion for Approval | |
| 4. | Business Arising From the Minutes | |
| | 4.1 Financial Summary for the Ten Month
Period Ended October 31, 1996 | Attachment 4.1 |
| | 4.2 Notice of Motion by Mr. Marvin Ryder
<i>That Effective January 1, 1997 the Full H.E.C.F.I. Board
Meet on Two (2) Occasions Each Month;
and That the Three Standing Committees
(Operations; Finance and Administration;
and Marketing and Sales) be Subsequently Disbanded.</i> | Attachment 4.2 |
| 5. | Private and Confidential | |
| | 5.1 Contractual Matters | |
| 6. | New Business | |
| 7. | Other Business | |
| 8. | Date of Next Meeting: Friday, December 27, 1996 or At The Call of the Chair
Breakfast at 8:30 a.m. - Meeting at 9:00 a.m.
location to be determined | |
| 9. | Adjournment | |

OUTSTANDING BUSINESS

Nil

RECEIVED

NOV 2 1960

STANDARD DOCUMENTS

OPERATIONS COMMITTEE FIFTH REPORT OF 1996

A

The Operations Committee presents its **FIFTH Report of 1996** from its meeting held November 20, 1996 and respectfully requests approval of the following recommendations:

1. StratQuest Consultant's Report : Food and Beverage Service : HCC

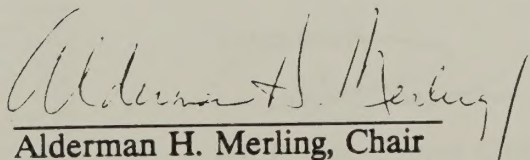
THAT MANAGEMENT'S SEPTEMBER 6, 1995 REPORT, HAMILTON CONVENTION CENTRE - FOOD AND BEVERAGE OPERATION, BE RECEIVED; NO FURTHER ACTION REQUIRED.

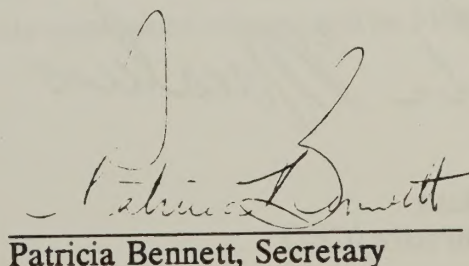
2. Versa Services Ltd.

THE AGREEMENT WITH VERSA SERVICES LTD. DATED 1994 JULY 15 FOR FOOD AND BEVERAGE CONCESSION SERVICES AT COPPS COLISEUM BE AMENDED TO REFLECT THE FOLLOWING ADJUSTMENTS TO COMMISSION RATES PAYABLE ON NET SALES OF FOOD AND BEVERAGE CONCESSION ITEMS:

<u>Net Sales Revenue</u>				<u>Commission</u>
\$	0	-	\$ 650,000.	29.5%
\$	650,001.	-	\$ 850,000.	30.0%
\$	850,001.	-	\$ 950,000.	30.5%
\$	950,001.	-	\$ 1,150,000.	31.5%
\$	1,150,001.	-	\$ 1,350,000.	32.0%
\$	1,350,001.	-	\$ 1,550,000.	33.0%
\$	1,550,001.	-	AND ABOVE	34.0%

Respectfully submitted,


Alderman H. Merling, Chair


Patricia Bennett, Secretary

pl

B

MEMO TO: H.E.C.F.I. BOARD OF DIRECTORS

FROM: Gabe Macaluso
Managing Director/CEO

DATE: November 22, 1996

SUBJECT: B'NAI BRITH SPORTS CELEBRITY DINNER
Monday, February 3, 1997
Hamilton Convention Centre

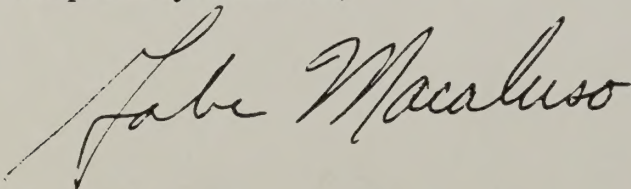
RECOMMENDATION:

THAT THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE UP TO TEN TICKETS TO THE B'NAI BRITH SPORTS CELEBRITY DINNER FEBRUARY 3, 1997 AT THE HAMILTON CONVENTION CENTRE AT A COST NOT TO EXCEED \$1,000.

BACKGROUND:

- H.E.C.F.I. traditionally purchases a table of ten to this event which is held at the Convention Centre. Funds will be provided for in the 1997 Operating Budget for this event should the Board approve the recommendation.

Respectfully submitted,



Gabe Macaluso
Managing Director/CEO

OCT 24 1996

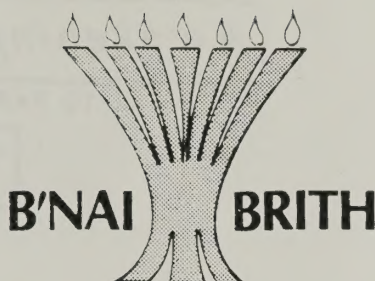
SPORTS CELEBRITY DINNER

Viceroy Reading Lodge

Number 886, Hamilton, Ontario, Canada

46th Annual Sports Night - Monday, February 3rd, 1997

Hamilton Convention Centre



All correspondence to: Stephen Foster, KMJ Products Ltd., 143 Hester Street, Hamilton, Ontario L9A 2N9

HONORARY CHAIRMAN
AND FOUNDER
Saul SmulnickCOMMITTEE
HALL OF FAME
Paul HanoverCHAIRMAN
Jeff PaikinCOMMITTEE
Gord Zack
Leslie Levitt
Cuppy Katz
Stephen Foster
Jay Rosenblatt
Barry Foster
Marvin Cohen
Ira Cowitz
Gary Waxman
Don Edwards
Ron Bernbaum
Loren Leberman
Richard Levy
Harvey Katz
Jeff Levy
Danny WaltmanFORMER
GUEST SPEAKERSFrank "Pop" Ivy
Jessie Owens
Mel Allan

Jackie Robinson

Lou Groza

Otto Graham

Jim Trimble

Red Grange

Bill Veeck

Leo Durocher

Ara Parseghian

Bob Gibson

Ferguson Jenkins

Woody Hayes

Brooks Robinson

Peter Carelissimo

Rusty Staub

Don Meredith

Joe Paterno

Bob Devaney

Bob Uecker

Dick Williams

John McKay

Pete Rose

John Brodie

Dan Devine

Thurmon Munson

Bo Schembechler

Tom Seaver

Elroy Hirsch

Lou Holtz

Lou Piniella

George Blanda

Sparky Anderson

Fred Akers

Ron Luciano

Gary Carter

Susan Nafress

Cindy Nicholas

Steve Stone

Tom Lasorda

Eddie Robinson

Joe Kapp

Whitey Herzog

Johnny Bench

Franco Harris

Steve Garvey

"Red" Holzman

Joe Theismann

Jon Miller

Ang Mosca

Marty Springstead

Ernie Whitt

Dave Broadfoot

Earl Weaver

Eddie Shack

Shane Conlan

Larry Csonka

Rick Dempsey

Dennis Hull

Brad Park

Rocky Bleier

Derwood Merrill

Larry Barnett

Pat Riley

Denny McLain

Dan Fouts

Eric Gregg

Tony Esposito

Hank Stram

Pat Gillick

Cito Gaston

Ron MacLean

Jerry Tarkanian

Johnny Bawer

October 11, 1996

HECFI

101 York Blvd.

Hamilton, ON L8A 3L4

Attention: Ms. Pat Bennett

Dear Ms. Bennett:

It is once again time to say thank you for your support at the 1996 B'Nai Brith Sports Celebrity Dinner. Through your participation we have been able to make significant contributions over the years to the building funds of our three major Hamilton Hospitals, Ronald McDonald Building Fund, YMCA Building Fund, Shalom Village, The Hamilton-Wentworth Regional Cancer Clinic and many, many more worthwhile local charities.

This year, the dinner will take place **Monday February 3, 1997 at the Hamilton Convention Center**, and our entire committee looks forward to your continuing participation. In conjunction with the Spectator, we will be honouring our outstanding 1995-96 High School Athletes-of-the-Year. The head table will again be led by emcee Jim Ralph, with representatives from the Toronto Raptors, Toronto Maple Leafs, Hamilton Ti-Cats, Toronto Blue Jays and Buffalo Bills among others in attendance.

Your committee is working diligently to put the finishing touches to this upcoming event; we look forward to seeing you there again.

For ticket information please contact one of the following:

Stephen Foster 388-9995 **Gord Zack** 529-1149.

Once again, ticket prices for this tremendous evening will be \$100 per person (G.S.T. included).

Yours truly,

Jeff Paikin, Dinner Chairman
(905) 777-0000



CANADIAN MENTAL
HEALTH ASSOCIATION

L'ASSOCIATION CANADIENNE
POUR LA SANTÉ MENTALE

Awakening

OCT 10 1996

TO PARTNERSHIPS IN

Crisis Intervention, Media
and Criminal Justice

October 8, 1996

Mr. Gabe Macaluso, CEO
Hamilton Entertainment and Convention Facilities Inc.
10 MacNab Street South
Hamilton, Ontario L8P 4Y3

Dear Gabe:

We write to commend the Hamilton Entertainment and Convention Facilities Inc. for the excellent service and positive contribution to the success of the Canadian Mental Health Association National Conference.

Our delegates spoke of the first-class facilities, wonderful food preparation and presentation, excellent service and warmth experienced during their stay in the Convention Centre facilities. The conference was a resounding success due to the ease with which our needs were integrated into the HCC facilities.

Of particular note is the work of Peter Kopatch, Assistant Banquet Manager and his staff. Their particular efforts ensured a smooth operation in your facilities. We were also grateful for the wonderful organization of Alison Nicholson, who clearly understood and arranged for our needs to be satisfied.

We thank you on behalf of all who contributed to our event's success and ask that you pass our thanks to all involved.

Yours truly,

J. Cameron Nolan, B.A.,
Conference Chairman

cc: Phyllis Turner, CMHA Hamilton-Wentworth
Glenn Thompson, CMHA Ontario Division
Ed Pennington, CMHA National Office
Marianne Dewar, Meeting Management Services

1996 NATIONAL CONFERENCE, HAMILTON, ONTARIO

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, October 25, 1996

9:00 a.m.

Copps Coliseum, Hamilton Room

MINUTES

PRESENT: Alderman T. Anderson, Chair
Alderman B. Charters, First Vice-Chair
Mayor R. Morrow
Alderman T. Jackson
Mrs. M. Dow
Ms. B. Campbell
Mr. M. Ryder
Mr. J. Kujavsky
Mr. F. Deys

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto
Ms. D. Vivian

REGRETS: Alderman H. Merling
Mr. G. Kay
Mr. S. Monzavi
Mr. J. Nelson
Mr. W. Ingleby

1. Opening Remarks

Chair, Alderman T. Anderson, called the meeting to order at 9:20 a.m.

A. Operations Committee and Finance & Administration Committee Joint Report from Meeting Held October 23, 1996

Following review of the Joint Report the following motions were carried:

1. 1997 - 2006 Provisional Capital Budget

MOVED by Alderman Jackson, seconded by Mrs. Dow that

THE TEN YEAR 1997 - 2006 PROVISIONAL CAPITAL BUDGET BE APPROVED AS PROPOSED IN MANAGEMENT'S OCTOBER 2, 1996 REPORT SUBJECT TO THE POSTPONEMENT OF THE FOLLOWING CAPITAL PROJECTS FROM 1997 TO 1998:

- | | | |
|------|------------------------------------|-----------|
| (i) | Window Replacement Piano Nobile | \$40,000. |
| (ii) | Supply of Ice Re-surfacing Machine | \$55,000. |

and THAT THE PROVISIONAL BUDGET BE FORWARDED TO THE FULL BOARD FOR ITS RATIFICATION AND SUBSEQUENTLY RECOMMENDED TO THE CITY'S MANAGEMENT TEAM FOR CONSIDERATION OF THE COMMITTEE OF THE WHOLE AND CITY COUNCIL.

MOTION CARRIED.

2. 1997 Operating Budget - Tentative Timetable and Process

MOVED by Alderman Charters, seconded by Mr. Deys that

THE FOLLOWING TENTATIVE TIMETABLE AND PROCESS BE RECOMMENDED TO THE BOARD FOR APPROVAL:

February 6, 1997	The 1997 Marketing Plan and the 1997 Operating Budget be forwarded to all H.E.C.F.I. Board Members with an invitation to attend: - the Marketing and Sales Committee Meeting on February 12, 1997 for a full presentation of the 1997 Marketing Plan, including the 1997 Revenue and Marketing Expense Budgets; and - the Operations Committee Meeting on February 12, 1997 or the Finance and Administration Committee Meeting on February 13, 1997 for a full presentation of the 1997 Operating Budget.
February 12, 1997 (8:00 a.m.)	A full presentation of the 1997 Marketing Plan, including the 1997 Revenue and Marketing Expense Budgets be made to the Marketing and Sales Committee.
February 12, 1997 (11:30 a.m.)	A full presentation of the 1997 Operating Budget be made to the Operations Committee.
February 13, 1997 (8:30 a.m.)	A full presentation of the 1997 Operating Budget be made to the Finance and Administration Committee.
February 21, 1997 (9:00 a.m.)	Recommendations from the applicable Standing Committees regarding the 1997 Marketing Plan and the 1997 Operating Budget be considered by the H.E.C.F.I. Board.

MOTION CARRIED.

3. Closing of Capital Project Accounts

MOVED by Ms. Campbell, seconded by Mr. Ryder that

THE BOARD OF DIRECTORS APPROVE THE FOLLOWING CAPITAL PROJECT ACCOUNTS BE CLOSED WITH \$39,710.46 OF EXCESS FINANCING RETURNED TO THE H.E.C.F.I. RESERVE ACCOUNT FOR CAPITAL PROJECTS; and

THAT THE FOREGOING BE FORWARDED TO THE CITY FINANCE AND ADMINISTRATION COMMITTEE FOR INFORMATION:

Capital Centre Number	Project Description	Authorized Gross Cost	Expended-Committed to Date	Balance Available
CF 929151021	Studio Theatre Equipment and Chairs	\$ 80,000.00	\$ 79,340.65	\$ 659.35
CF 929241004	Hamilton Place - Barrier Free Accessibility	\$ 75,000.00	\$ 68,678.23	\$ 6,321.77
CF 929251006	Replace/Renovate Facilities and Equipment	\$175,000.00	\$172,551.02	\$ 2,448.98
CF 929441029	Hamilton Place Sound Reinforcement System	\$240,000.00	\$236,934.64	\$ 3,065.36
CF 929541017	Convention Centre Repair Exterior Walkway	\$ 70,000.00	\$ 70,000.00	0
CF 929541019	Hamilton Place Modify Entrance Doors	\$ 60,000.00	\$32,785.00	\$27,215.00
TOTAL:				\$39,710.46

MOTION CARRIED.

4. General Cleaning of H.E.C.F.I. Facilities - Extension of Agreement with Janitorial Development Inc.

MOVED by Mr. Kujavsky, seconded by Alderman Charters that

H.E.C.F.I. EXERCISE ITS OPTION TO EXTEND THE AGREEMENT WITH JANITORIAL DEVELOPMENT INC., HAMILTON FOR THE GENERAL CLEANING OF THE H.E.C.F.I. FACILITIES FOR ONE (1) ADDITIONAL YEAR COMMENCING 1997 JANUARY 1.

MOTION CARRIED.

B. Community Dinner : Hamilton Gallery of Distinction
November 13, 1996

MOVED by Alderman Jackson, seconded by Mr. Ryder that

THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE UP TO TEN TICKETS TO THE HAMILTON GALLERY OF DISTINCTION NOVEMBER 13, 1996 AT THE HAMILTON CONVENTION CENTRE AT A COST NOT TO EXCEED \$600.

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Kujavsky, seconded by Mrs. Dow that

CORRESPONDENCE INCLUDED IN THE ACENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.

MOTION CARRIED.

3. Minutes of Regular Meeting Held September 27, 1996

MOVED by Mr. Deys, seconded by Mr. Ryder that

THE MINUTES OF THE REGULAR MEETING HELD SEPTEMBER 27, 1996 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Nine Month Period Ended September 30, 1996

MOVED by Alderman Charters, seconded by Alderman Jackson that

THE REPORT, FINANCIAL SUMMARY FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1996 BE RECEIVED.

MOTION CARRIED.

5. Private and Confidential

MOVED by Ms. Campbell, seconded by Mr. Deys that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:25 A.M.

MOTION CARRIED.

MOVED by Mr. Ryder, seconded by Mrs. Dow that

THE IN-CAMERA SESSION BE ADJOURNED AT 10:05 A.M.

MOTION CARRIED.

6. New Business

6.1 Notice of Motion :
H.E.C.F.I. Meetings

Mr. Ryder served the following Notice of Motion to be considered at the November 29th Regular Meeting of the Board:

THAT EFFECTIVE JANUARY 1, 1997 THE FULL H.E.C.F.I. BOARD MEET ON TWO (2) OCCASIONS EACH MONTH; and

THAT THE THREE STANDING COMMITTEES (Operations; Finance and Administration; and Marketing and Sales) BE SUBSEQUENTLY DISBANDED.

7. Other Business

7.1 Signage/Advertising Policy
Curtaining System at Copps Coliseum

MOVED by Mr. Kujavsky, seconded by Mr. Ryder that

THAT THE FOLLOWING POLICY BE ADOPTED IN RESPECT OF FUTURE SIGNAGE AND/OR ADVERTISING ON OR ADJACENT TO THE CURTAINING SYSTEM AT COPPS COLISEUM;

THAT H.E.C.F.I. WILL CONSIDER PROPOSALS FOR ADVERTISING/SIGNAGE ON OR ADJACENT TO THE CURTAINING SYSTEM AT COPPS COLISEUM; and

THAT H.E.C.F.I. RESERVES THE RIGHT TO LIMIT THE NUMBER OF SIGNS TO FOUR (4); APPROVE THE SIZE; DESIGN; CONTENT; METHOD OF SUSPENSION; ATTACHMENT; AND REMOVAL.

MOTION CARRIED.

8. Date of Next Meeting

Friday, November 29, 1996
9:00 a.m.
HCC - Room 314

9. Adjournment

The meeting adjourned at 10:30 a.m

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



Hamilton
Entertainment
and Convention
Facilities Inc.

4.1

Financial Summary
For The Ten Month Period Ended October 31, 1996

Actual Results
For The Ten
Month Period
Ended
October 31, 1995

		(1)	(2)	(3)
		<u>Budget</u>	<u>Actual</u>	<u>Favourable</u> <u><Unfavourable></u> <u>Budget Variance</u>
\$5,594,973.	Revenue	\$5,471,620.	\$5,363,942.	\$<107,678.>
<u>7,268,623.</u>	Expenses	<u>7,452,676.</u>	<u>7,390,339.</u>	<u>62,337.</u>
	Excess of Expenses			
<u>\$1,673,650.</u>	Over Revenue From Operations	<u>\$1,981,056.</u>	<u>\$2,026,397.</u>	<u>\$<45,341.></u>

Comments:

HECFI's municipal contribution was over-expended by \$45,341 (see row 3, column 3 above) for the ten month period ended October 31, 1996. This represents a decrease of \$75,190 in the over-expended amount reported to you last month for the nine month period ended September 30, 1996.

The favourable result for the month arose primarily due to higher than anticipated rental and food and beverage revenues at the Hamilton Convention Centre combined with favourable variances on expenses as a result of the spending freeze.

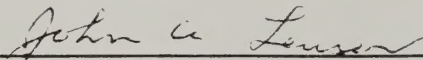
The year to date \$45,341 over-expended municipal contribution arose primarily due to the below budget rental and licence fee revenue of:

- Copps Coliseum	\$236,293.	
- Hamilton Place	133,428.	
- Hamilton Convention Centre	<u>67,081.</u>	\$436,802.

As a result of revisions to revenue forecasts at the Hamilton Convention Centre and Copps Coliseum, the spending freeze has been partially lifted.

Copps
Coliseum

Please note that it is the policy of the City of Hamilton not to charge its Departments, its related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



Mr. John A. Leuser, C.A.
Director of Finance and Administration

1996 November 18

Attachment

NOTE: It is the policy of the City of Hamilton not to charge its Departments, related Boards and Commissions with their interest and debenture costs nor with their utility and related overhead charges. Accordingly, these financial results do not reflect these costs.



MEMORANDUM

Date: November 19, 1996
To: Members of H.E.C.F.I. Board
From: Marvin Ryder *Marvin Ryder*
Re: Committee Structure and Board Meetings for 1997

At the last meeting of the H.E.C.F.I. Board in October, I served a notice of motion for the November meeting. The motion is:

"Be it moved that, starting in January, 1997, H.E.C.F.I. cease the operations of the following three standing committees - Finance and Administration, Marketing and Sales, and Operations;

And, starting in January, 1997, the H.E.C.F.I. Board meets twice a month to conduct its business."

Background

I recently had the opportunity to Chair a joint meeting of the Operations, and Finance and Administration committees of the Board. For the first time, I was struck by the amount of duplication in activity for the three standing committees. All three standing committees review revenue and expense statements of the board, and the promotion/co-promotion results. Two committees review actual and tentative bookings for the three buildings.

Further, there is often a problem deciding just under which committee an issue belongs as it crosses jurisdictions. For instance, where should a discussion of privatizing service delivery for a facility belong? Operations certainly needs to discuss it as service/operations issues are being discussed. The financial implications of such a deal belong to Finance and Administration. If such a deal would change the way in which a facility was marketed, it should also be discussed at Marketing and Sales.

It is my belief that ceasing to use these three committees in favour of the Board meeting twice a month would have several benefits. There would be a saving of senior staff time (two versus four meetings a month). There would be a saving in administration costs (duplication of reports between committees and further duplication as issues are brought to the full board for approval). There would be a saving (or at least no net increase) of Board member's time.

At present, many people serve on more than one committee (some even serve on all three) and attend more than two meetings per month. Jurisdictional problems would no longer exist. Finally, the need for "special" meetings would nearly be eliminated as the Board would meet frequently enough to handle nearly any issue arising with short notice.

"Legal" Issues

I have examined our legislation and by-laws. In 1985, Bill Pr34 brought H.E.C.F.I. into existence. In that Bill, three specific standing committees were mentioned - Theatre-Auditorium, Convention Centre and the Trade Centre-Arena. A previous Chair of the Board successfully argued for an operating philosophy change from facility based to functionally based. In 1991, when Bill Pr118 was passed, no specific standing committees were mentioned. In fact, "the board may appoint such committees as it determines necessary to conduct the business of the board." For the last five years, at the convenience of the Board, five standing committees exist.

Similarly, our by-laws have been amended to indicate that there are no specific standing committees of the Board. There is a mention that a standing committee should have a minimum of five members and that two such members are the Mayor and the Chair of the Board.

My proposal would leave two standing committees of the Board - the Audit Committee and the Professional Hockey Committee.

Conclusion

As I am not returning to the H.E.C.F.I. Board in 1997, this proposal does not benefit me in any way. It is based on observation of our governance structure with an eye to greater efficiency through process re-engineering. Just as we ask staff to find better and more efficient ways to conduct business, this Board should be constantly looking for efficiencies as well.

CA 40NHBLV89

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1996

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Wednesday, December 18, 1996

Directly following the Operations Committee Meeting

Hamilton Convention Centre

Room 314

ORDER OF BUSINESS

DECLARATION OF CONFLICT OF INTEREST

1. Opening Remarks

REGULAR BUSINESS ACTION ITEMS

INFORMATION ITEMS

2. Correspondence Nil
3. Minutes of Regular Meeting Held November 29, 1996 Attachment 3
- 3.1 Errors or Omissions
- 3.2 Motion for Approval
4. Business Arising From the Minutes
- 4.1 Financial Summary for the Eleventh Month
Period Ended November 30, 1996 Circulated at Meeting
5. Private and Confidential
- 5.1 Contractual Matters
6. New Business
7. Other Business
8. Date of Next Meeting: At the Call of the Chair
9. Adjournment

OUTSTANDING BUSINESS

Nil

December 12, 1996
Patricia Bennett
Secretary to the Board of Directors

**HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.**

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, November 29, 1996

9:00 a.m.

Hamilton Convention Centre

Room 314

MINUTES

PRESENT:

Alderman T. Anderson, Chair
Alderman B. Charters, First Vice Chair
Mr. G. Kay, Second Vice Chair
Mayor R. Morrow
Alderman H. Merling
Alderman T. Jackson
Ms. B. Campbell
Mr. M. Ryder
Mr. J. Kujavsky
Mr. F. Deys
Mr. S. Monzavi
Mr. J. Nelson
Mr. W. Ingleby

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Calder
Mr. S. Farrauto

GUEST: Mr. P. Barkwell, Law Department

REGRETS: Mrs. M. Dow

1. Opening Remarks

Alderman Anderson called the meeting to order at 9:06 a.m.

A. Operations Committee Fifth Report

MOVED by Mr. Ingleby, seconded by Mr. Kay that

**THE OPERATIONS COMMITTEE FIFTH REPORT BE APPROVED AND
THE FOLLOWING RECOMMENDATIONS ENDORSED:**

StratQuest Consultant's Report : Food and Beverage Service : HCC

**THAT MANAGEMENT'S SEPTEMBER 6, 1995 REPORT, HAMILTON
CONVENTION CENTRE - FOOD AND BEVERAGE OPERATION, BE
RECEIVED; NO FURTHER ACTION REQUIRED.**

Versa Services Ltd.

**THE AGREEMENT WITH VERSA SERVICES LTD. DATED 1994 JULY 15
FOR FOOD AND BEVERAGE CONCESSION SERVICES AT COPPS
COLISEUM BE AMENDED TO REFLECT THE FOLLOWING
ADJUSTMENTS TO COMMISSION RATES PAYABLE ON NET SALES OF
FOOD AND BEVERAGE CONCESSION ITEMS:**

<u>Net Sales Revenue</u>				<u>Commission</u>
\$	0	-	\$ 650,000.	29.5%
\$	650,001.	-	\$ 850,000.	30.0%
\$	850,001.	-	\$ 950,000.	30.5%
\$	950,001.	-	\$ 1,150,000.	31.5%
\$	1,150,001.	-	\$ 1,350,000.	32.0%
\$	1,350,001.	-	\$ 1,550,000.	33.0%
\$	1,550,001.	-	AND ABOVE	34.0%

MOTION CARRIED.

B. Community Dinner : B'Nai Brith Sports Celebrity Dinner
February 3, 1997

MOVED by Mr. Ryder, seconded by Mr. Nelson that

THE H.E.C.F.I. BOARD OF DIRECTORS PURCHASE UP TO TEN TICKETS TO THE B'NAI BRITH SPORTS CELEBRITY DINNER FEBRUARY 3, 1997 AT THE HAMILTON CONVENTION CENTRE AT A COST NOT TO EXCEED \$1,000.

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Monzavi, seconded by Mr. Deys that

CORRESPONDENCE INCLUDED IN THE AGENDA PACKAGE AS ATTACHMENT 2 BE RECEIVED.

MOTION CARRIED.

3. Minutes of Regular Meeting Held October 25, 1996

MOVED by Mr. Kujavsky, seconded by Alderman Charters that

THE MINUTES OF THE REGULAR MEETING HELD OCTOBER 25, 1996 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Financial Summary for the Ten Month Period Ended October 31, 1996

The Director of Finance and Administration reviewed the Financial Summary for the Ten Month Period Ended October 31, 1996 highlighting the corporation's decrease of approximately \$75,000 in the unfavourable variance resulting in the month's end result of (\$45,341). Mr. Leuser explained that the deficit decrease is due in part to the discretionary spending freeze and to increased revenue results at the Convention Centre. Convention Centre results for November and December are also expected to exceed budget figures and as a result, it is anticipated that there will not be a budget deficit at year's end.

4.2 Notice of Motion

At the October 25th meeting of the Board of Directors, Mr. Marvin Ryder served a Notice of Motion to be raised at the November Regular Meeting for the Board's consideration. During discussion of the motion Mr. Ryder advised that implementation of the proposal would provide efficiencies in the Board/Committee process; i.e. eliminate the duplication of information presented to Standing Committees as well as to reduce staff time spent at meetings (and the necessity for repetition). It was

MOVED by Mr. Ryder, seconded by Mr. Kay that

EFFECTIVE JANUARY 1, 1997 THE FULL H.E.C.F.I. BOARD MEET ON TWO (2) OCCASIONS EACH MONTH; and

THAT THE THREE STANDING COMMITTEES (OPERATIONS; FINANCE AND ADMINISTRATION; AND MARKETING AND SALES) BE SUBSEQUENTLY DISBANDED.

MOTION CARRIED.

It was noted that the Board's Terms of Reference will require amendment.

5. Private and Confidential

MOVED by Mr. Monzavi, seconded by Mr. Deys that

THE MEETING MOVE INTO AN IN-CAMERA SESSION AT 9:12 A.M.

MOTION CARRIED.

MOVED by Mr. Ryder, seconded by Mr. Kujavsky that

THE IN-CAMERA SESSION BE ADJOURNED AT 10:05 A.M.

MOTION CARRIED.

6. New Business

6.1 Guarantees : H.E.C.F.I. Contracts

MOVED by Mayor Morrow, seconded by Alderman Merling that

STAFF BE DIRECTED TO OBTAIN WRITTEN GUARANTEES FROM ALL AGENCIES/ORGANIZATIONS INCLUDING THE HAMILTON-WENTWORTH REGION WHEN NEGOTIATING FUTURE CONTRACTS.

MOTION CARRIED.

7. Other Business

Nil

8. Date of Next Meeting

At the Call of the Chair

9. Adjournment

The meeting adjourned at 10:06 a.m.

TAKEN AS READ AND APPROVED

Alderman T. Anderson, Chair

Patricia Bennett, Secretary



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